British Columbia
Vital Statistics Agency

Annual Financial and Performance Report For 2001/2002

Ministry of Health Planning

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British Columbia Vital Statistics Agency

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1. MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I respectfully submit the sixth annual report on the operations of the British Columbia Vital Statistics Agency, established as a Special Operating Agency on April 1, 1996.

This document reports on the Agency's performance in its sixth year of operation, as a Special Operating Agency (SOA), regarding financial and performance measures for Agency operations. The Agency officially became part of the Ministry of Health Planning in fiscal year 2001/2002.

The Agency's primary objectives are to meet its financial and measurable performance targets. I am pleased to announce the Agency's net operating expenditures were $154,557 under budget and overall, the Agency produced a net surplus of revenue over expenditure of $2,160,122 representing a return to government of $8,596 above target.

I would like to highlight some of the accomplishments reported in this document:

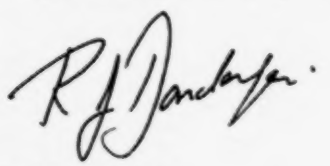
- The Year 2001 Annual Report of the Agency includes the production of multi-year Health Status Indicators that bridge the Ninth (ICD-9) and Tenth (ICD-10) revision of the International Classification of Diseases. This task has been accomplished through extensive testing of bridging algorithms and a thorough review and recoding of historical data. The Annual Report includes an exhaustive breakdown of these indicators by the *New Era For Patient Centred Health Care* governance areas announced and implemented in September of 2001.

- The VISTA Data Warehouse System was refined and expanded to meet analysis and reporting requirements that include the generation of the Annual Report and other standard statistical products.

- British Columbia has become a full member of the International Clearinghouse for Birth Defects Monitoring Systems (ICBDMS) as a result of the Agency's work on the Health Status Registry. B.C. is the only Canadian Province to enjoy this privilege.

Recent world events have placed demands for increased security around personal identity documents, shifting the immediate focus of the Agency's future plans. The BC Vital Statistics Agency has already begun work with other federal and provincial departments to tighten documentation requirements, yet minimize inconvenience to the citizens of British Columbia.

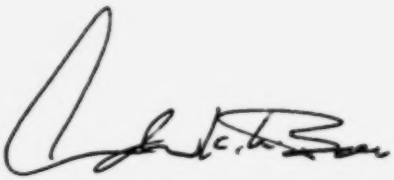
In summary, I would like to acknowledge that the success of the Agency is a direct result of the people who work within, and in support of the organization. The employees of the Vital Statistics Agency and its service providers continue to meet the challenge of making this organization a recognized success as a Special Operating Agency.



R. J. Danderfer
Chief Executive Officer and Director
British Columbia Vital Statistics Agency

2. FINANCIAL STATEMENTS

The statements of Revenue and Summary of Expenditures on the following pages represent the financial results of the Agency for the fiscal year ended March 31, 2002. These statements are not audited. Balances presented have been reconciled with balances presented in the draft Public Accounts for the fiscal year 2001/2002 as certified by the Agency. Detailed expenditure information for fiscal 2001/2002 consistent with details provided in previous reports is located in Appendix A of this Report. The budget for fiscal 2001/2002 as presented in the Agency Business Plan is reconciled to the budget as per the Provincial Estimates and Provincial Public Accounts for the fiscal year ended March 31, 2002, in Appendix B of this report.



Andrew K. McBride
Senior Financial Officer
British Columbia Vital Statistics Agency

2.1. EXPENDITURE SUMMARY 2001/02

Actual net operating expenditures for the fiscal year 2001/2002 were $154,557 under budget. This resulted in a net surplus of revenues over expenditure of $2,160,122.

The difference in the budgetary allocation between the Provincial Government Estimates ($7,203,000) as reported here and the budget forecast in the Agency Business plan ($7,073,627) is reconciled in appendix B.

The deficit of $67,933 in Salaries and Benefits is the result of a number of position reclassifications not anticipated in the 1998 planning process. Budgetary reallocations to address these issues are to be implemented for fiscal 2002/2003.

Total operational expenses exceeded targets by $109,613. The overall deficit in this expenditure classification was more than offset by recoveries. Expenditures such as information systems work associated with the National Routing System project were incurred with the knowledge that the funds would be fully offset from project funding sources. Expenditures on digital imaging of medical certificates of death in STOB 69 were undertaken only as surplus funding was identified. Above target amortisation expenses were actually planned as part of the Agencies commitment to find funding to support the Vital Statistics Data Warehouse from within the existing budget.

As noted above higher than budgeted operational expenses were more than offset by higher than budgeted recoveries. Internal recoveries increased as more ministries use vital statistics data and services and external recoveries increased as a result of increased sales of commemorative and genealogical certificates and increased research services to external organizations.

The capital allocation for fiscal 2001/2002 was under spent by $49,451 primarily due to a decision to lease rather than purchase some computers.

EXPENDITURE SUMMARY 2001/02

STOB		BUDGET 2001/02	ACTUAL 2002/02	VARIANCE 2001/02
50	BASE SALARIES	4,058,000	4,125,933	(67,933)
51	SUPPLEMENTARY SALARIES	50,000	33,384	16,616
52	EMPLOYEE BENEFITS	840,000	839,764	236
	TOTAL SALARIES AND BENEFITS	**4,948,000**	**4,999,081**	**(51,081)**
57	TRAVEL	55,000	58,172	(3,172)
60	PROFESSIONAL SERVICES	15,000	19,705	(4,705)
61	ADVISORY CONTRACTS	10,000	4,900	5,100
63	INFORMATION SYSTEMS	1,029,000	1,058,858	(29,858)
65	OFFICE AND BUSINESS EXPENSES	555,000	552,389	2,611
68	STATUTORY NOTICES	108,000	126,382	(18,382)
69	UTILITIES/MATERIALS/SUPPLIES	27,000	63,000	(35,999)
70	OPERATING EQUIPMENT AND VEHICLES	26,000	4,222	21,779
73	AMORTIZATION EXPENSE	479,000	510,541	(31,541)
75	BUILDING OCCUPANCY CHARGES	562,000	576,918	(14,919)
	INTEREST AND OTHER EXPENSES	0	527	(527)
	TOTAL OPERATIONAL EXPENSES	**2,866,000**	**2,975,614**	**(109,613)**
77	GRANTS	18,000	42,500	(24,500)
80	CONTRIBUTIONS	56,000	22,992	33,007
	TOTAL GRANTS	**74,000**	**65,492**	**8,507**
	GROSS OPERATING EXPENDITURES	**7,888,000**	**8,040,187**	**(152,187)**
88	INTERNAL RECOVERIES	(278,000)	(482,349)	204,349
89	EXTERNAL RECOVERIES	(407,000)	(509,395)	102,395
	TOTAL RECOVERIES	**(685,000)**	**(991,744)**	**(306,744)**
	NET OPERATING EXPENDITURES	**7,203,000**	**7,048,443**	**154,557**
	REVENUES	**9,354,526**	**9,208,565**	**(145,961)**
	SURPLUS OF REVENUE OVER EXPENDITURE	**2,151,526**	**2,160,122**	**8,596**
	FULL TIME EQUIVALENT EMPLOYEES	**97.00**		
CAPITAL ASSET ACQUISITIONS				
	INFORMATION SYSTEMS	518,000	478,943	39,057
	OPERATING EQUIPMENT	5,000	0	5,000
	OFFICE FURNITURE AND EQUIPMENT	20,000	14,606	5,394
	VEHICLES	0	0	0
	TOTAL CAPITAL ASSET ACQUISITIONS	543,000	493,549	49,451

2.2. REVENUE 2001/02

Actual revenues for the Agency in fiscal 2001/2002 were $145,961 below estimates. The major areas where actual revenues did not match targets include the sale of rush certificates, marriage licences and filing of Wills Notices. Rush service requests have continued to decline as the Vision system has continued to assist in reducing turnaround times on regular service certificate requests where a three day turn around is the norm, and one day turnaround is often achieved. Marriage Licence sales reflect the continuing decline in the marriage rate and Wills Notice Filings reflect the fact that fewer and fewer lawyers file these notices on behalf of their clients. Regular certificate sales and legal changes of name continue to exceed expectations and help offset the lower than expected revenues discussed above.

	BUDGET 2000/01	ACTUAL 2000/01	VARIANCE 2000/01
BIRTH CERTIFICATION	**3,285,842**	**3,186,879**	**(98,963)**
BIRTH CERTIFICATES AND SEARCHES	2,778,867	2,685,737	(93,130)
RUSH BIRTH CERTIFICATES	471,975	463,042	(8,933)
BIRTH CERTIFIED COPIES	35,000	38,100	3,100
DEATH CERTIFICATION	**1,400,957**	**1,393,872**	**(7,085)**
DEATH CERTIFICATES	1,379,707	1,382,322	2,615
DEATH CERTIFIED COPIES	21,250	11,550	(9,700)
MARRIAGE CERTIFICATION	**405,116**	**493,750**	**88,634**
REGULAR MARRIAGE CERTIFICATES	253,476	356,426	102,950
RUSH MARRIAGE CERTIFICATES	127,890	118,174	(9,716)
MARRIAGE CERTIFIED COPIES	23,750	19,150	(4,600)
CHANGES OF NAME	**516,231**	**586,228**	**69,997**
NAME CHANGES - APPLICANT	451,206	551,699	100,493
CHANGE OF NAME - ADDITIONAL PERSONS	52,798	22,950	(29,848)
CHANGE OF NAME - CERTIFICATES	12,227	11,579	(648)
WILLS	**1,278,431**	**1,093,131**	**(185,300)**
WILLS SEARCHES	281,127	286,030	4,903
WILLS NOTICES	997,304	807,101	(190,203)
MARRIAGE LICENCES	**2,190,000**	**2,188,950**	**(1,050)**
CIVIL MARRIAGES	**886,950**	**918,275**	**31,325**
REGISTRATION AMENDMENTS	**51,409**	**51,354**	**(55)**
MISCELLANEOUS SERVICES	**20,000**	**945**	**(19,055)**
DISHONOURED CHEQUES	**4,000**	**13,893**	**9,893**
TOTAL GROSS REVENUES	**10,038,937**	**9,927,277**	**(111,660)**
COMMISSIONS DEDUCTED FROM REVENUE	**(747,900)**	**(735,325**	**12,575)**
SERVICE PROVIDERS	(38,[illegible])	(11,302)	26,698
BC ON-LINE WILLS NOTICES	(24,000)	(26,930)	(2,990)
BC ON-LINE WILLS SEARCHES	(7,000)	(6,963)	37
MARRIAGE LICENCE ISSUERS	(87,600)	(82,470)	5,130
MARRIAGE COMMISSIONERS	(591,300)	(607,600)	(16,300)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	**(30,000)**	**(22,231)**	**7,769**
TOTAL REVENUES	**9,261,037**	**9,169,721**	**(91,316)**

3. PERFORMANCE MEASURES

The major goals of the Agency are to contain costs and at the same time provide increased service volumes, improved efficiency and effectiveness, and an increased level of customer satisfaction. The performance measures detailed on the following pages are used to determine the extent to which the Agency is meeting its strategic goals; specifically goals 1, 2, and 5 as defined in the Framework Agreement and Business Plan. The measures in the tables on the following pages are designed, through comparison of target to actual results, to report on the Agency's ability to meet targets established in the Business Plan. Management also uses these measures for service evaluation and planning.

Service volume measures are used to confirm whether or not the number of services being provided meet expectations. Management also uses this information to track trends for planning new programs and determining resource allocations.

Unit Costs represent a merger of expenditure and service volume information and are used to determine if the Agency is obtaining economic efficiency as a result of its efforts to streamline processing operations and provide more services at less cost. This measure also enables the Agency to gauge its economic efficiency during periods of decreasing service demand.

Service Standards - Days to Complete Service is a measure to determine if the Agency is meeting objectives of reducing turnaround time; this measure is important, because Agency clients increasingly demand faster turnaround on documents and services. This measure is also used to monitor the effect of processing changes designed to reduce turnaround times.

Customer Satisfaction measures based on customer feedback determine if service delivery, staff training and quality service initiatives are effective.

In general the following tables indicate that while volumes did not grow as projected, unit costs were reduced below target levels (a result of reduced spending). Service turnaround times were reduced significantly more than originally targeted and customer satisfaction increases met or exceeded projected levels.

3.1. VOLUMES

		Forecast	Actual	Variance
Certificates				
	Birth Certificates	133,473	127,458	(6,015)
	Marriage Certificates	34,985	36,977	1,992
	Death Certificates	51,918	52,201	283
	Change of Name Certificates	3,806	4,388	582
	Total Certificates	**224,182**	**221,024**	**(3,158)**
Registrations				
	Birth Registrations	47,055	40,710	(6,345)
	Notice of Birth	47,055	40,710	(6,345)
	Marriage Registrations	21,700	20,753	(947)
	Death Registrations	29,279	28,546	(733)
	Total Registrations	**145,089**	**130,719**	**(14,370)**
Wills				
	Wills Notices	59,604	45,122	(14,482)
	Wills Search	12,757	12,939	182
	Wills Search – Alias	5,000	7,213	2,213
	Total Wills	**77,361**	**65,274**	**(12,087)**
Marriage Licence Applications		**21,700**	**20,970**	**(730)**
Legal Changes of Name		**5,333**	**4,533**	**(800)**
Other Services				
	Commemorative Certificates	2,510	3,039	529
	Registration Amendments	1,935	1,774	(161)
	Genealogy Requests	1,673	2,128	455
	Adoption Record Releases	800	726	(74)
	Certified Registration Copies	1,575	3,118	1,543
	Total Other	**8,493**	**10,785**	**2,292**

Volumes for birth certificate sales reflect the falling provincial birth rate and reduced demands for birth certificate copies from social service agencies. Forecasts for Registrations were developed in late 1997, while trends still indicated an increasing birth rate and population increases from immigration and in-migration. Since 1997, the birth rate has declined substantially and the slower rate of population growth in the Province has affected the number of both marriage and death registrations. The number of marriages is declining faster than expected and the number of deaths is increasing more slowly than expected. The forecasts for these activities will be corrected for the fiscal year 2002/2003.

The decreasing trend associated with the filing of will notices continues though there has been an increase in search of wills notice activity. Forecasts for these activities will also be adjusted for fiscal 2002/2003.

Increases in the demand for other services, especially commemorative certificates and genealogy services, help offset the decreasing demand for the Agencies traditional registration and certification services experienced in the past few years.

3.2. UNIT COSTS

	Target	Actual	Variance
Regular Certificates	14.78	14.88	(0.10)
Rush Certificates	32.93	33.15	(0.22)
Registrations	14.32	14.41	(0.09)
Wills Searches	16.74	16.85	(0.11)
Wills Notices	6.62	6.66	(0.04)
Marriage Licences	12.10	12.18	(0.08)
Regular Change of Name - Applicant	116.91	117.69	(0.78)
Change of Name - Additional Persons	14.78	14.88	(0.10)
Other	33.15	33.37	(0.22)

*Target is restated from the 1999-2004 Business Plan to account for budgetary changes.

In fiscal 2001/2002 the Agency did not achieve its unit cost targets for the first time since its establishment as a Special Operating Agency. This is primarily due to inflated forecast volumes for event registrations and Wills Notices. Volume forecast adjustments scheduled for fiscal 2002/2003 should result in more appropriate unit cost targets.

Details on the calculation of unit costs are published in section 2.5.1 of the 1999 - 2004 Agency Business Plan.

3.3. SERVICE STANDARDS - DAYS TO COMPLETE

	Forecast	Actual	Variance
Certificates	5	3	2
Registrations	60	40	20
Wills Notices	3	2	1
Wills Searches	5	5	0
Marriage Licences	1	1	0
Change of Name	12	12	0
Other	12	10	2

***Based on completion of 90% of requests**

The Agency met or performed better than all of its service standard targets in fiscal 2002. Of note are the substantial reductions in turnaround time on the event registration process and the certificate production process. These results are due primarily to the facsimile transmission of Notices of Birth and registrations of death from hospitals and funeral homes, and also, processing efficiencies achieved by the staff and their utilization of the VISION computer system.

3.4. CUSTOMER SATISFACTION

		Target	Actual	Variance
Courtesy	Excellent	60%	65%	5%
	Good	32%	27%	-5%
	Acceptable	6%	6%	0%
	Below Standard	1%	1%	0%
	Poor	1%	1%	0%
Helpfulness	Excellent	58%	63%	5%
	Good	30%	28%	-2%
	Acceptable	7%	6%	-1%
	Below Standard	2%	2%	0%
	Poor	2%	1%	-1%
Promptness	Excellent	60%	69%	9%
	Good	22%	22%	-5%
	Acceptable	8%	6%	-2%
	Below Standard	2%	1%	-1%
	Poor	2%	2%	0%

Survey returns indicated a better than targeted response on customer satisfaction surveys in all areas.

Responses indicating satisfaction (acceptable to excellent) positively exceeded targets by a net of nine percent while dissatisfaction responses (below standard or poor) were better than target by a net of two percent. Overall there was a significant movement from acceptable and good responses to excellent in all categories.

A regional manager follows up all negative responses, and survey results are reviewed at quarterly management meetings. Actions taken as a result of survey data include workflow reviews to identify and correct processing problems, and staff training initiatives to improve courtesy and helpfulness.

4. REGISTRY OPERATIONS

4.1. BIRTH REGISTRY

4.1.1. Streamline the Receipt of Birth Notices from Hospitals, Physicians and Midwives

WHAT WE PLANNED	The Agency planned to continue supplementing the process of submitting Notices of Birth (NOB) by mail by asking hospitals to submit using facsimile. To ensure NOBs are properly completed plans were made to develop a guidebook for use by physicians and hospital staff. It was also planned to pilot an electronic submission of NOBs either directly from the hospital Admissions, Discharge and Tracking (ADT) system or through some form of secure Internet service.
WHAT WE DID	Facsimile submission now accounts for more than half of all NOBs submitted by hospitals. The development of the guidebook was delayed; however, this has been identified as a priority for the coming year. The Agency approached officials of the British Columbia Children's and Women's Health Centre with a proposal to develop an electronic interface with Vital Statistics. A number of meetings were completed and a detailed Project Initiation Document prepared to address the business requirements for this activity.
WHAT THIS MEANS	Use of facsimile reduces the delay between the birth event and its recording in Vital Statistics computer system by between 3 and 5 days. This results in a greater number of birth registrations to go to complete status when the parents submit their registration form and in turn means that birth certificates for these children can be issued the same day that the application for service is received. The British Columbia Children's and Women's Health Centre is the largest birthing hospital in the Province and the pilot would encompass more than 17% of all births. The proposed interface would have edit checks in place to capture all required data fields and to ensure data integrity and completeness.
FUTURE PLANS	Working with the staff of the British Columbia Children's and Women's Health Centre, the Agency plans to, move forward with the detailed design of the interface necessary.

It is anticipated that a pilot could be implemented as soon as details and interface requirements have been completed.

During this calendar year the guidebook for hospitals and physicians regarding the completion of the NOB will be completed. This will address many of the reporting issues that have been identified as important to the accurate reporting of birth statistics for the Province.

4.1.2. Obtaining Registrations of Births from Birth Parents Electronically

WHAT WE PLANNED

The success of the facsimile pilot with the Notice of Birth form will result in an expansion of the program. The Agency will continue its feasibility study into use of a Web Browser based version of the registration of live birth and acceptance of electronic signatures from parents.

WHAT WE DID

Fax registration documents are currently being accepted from Vital Statistics offices, Government Agent offices and Ministry for Children and Family Development offices. Ongoing investigation of the security of data submitted electronically has precluded the plan to advance the acceptance of Web-based forms bearing electronic signatures. In addition, registrations made by only one parent require a third party witness to their signature.

WHAT THIS MEANS

A greater number of Registration Documents are being accepted via facsimile, decreasing the time required to complete the registration of an event by between 3 and 5 days. As a result, birth certificates can be issued on the same day the application is received resulting in further improvements to service levels for new parents.

FUTURE PLANS

The Agency will seek to have an amendment to the *Vital Statistics Act* to eliminate the requirement for a mother who is not acknowledging a father to have her signature witnessed on the statutory declaration section of the form, thus eliminating one more barrier to future electronic submission of the registrations. This change is of particular importance for single parents who find it difficult to attend an office to have their signature witnessed shortly after childbirth.

The Agency will also take steps towards accepting facsimile submissions of all birth registration documents. In many cases parents have facsimile machines in their homes and the use of this submission alternative will result in an improved service level for our clients.

4.1.3. Physician/Coroner and Funeral Home - Stillbirth Registrations

WHAT WE PLANNED	The Agency will continue to propose changes to the *Vital Statistics Act* in order to simplify the stillbirth registration process particularly as it currently affects grieving parents.
WHAT WE DID	Review of existing legislation has been completed and draft wording for a proposed legislative change has been prepared for comment.
WHAT THIS MEANS	Proposed changes will result in simplification of the stillbirth registration process. By creating a more flexible reporting protocol, in light of the emotional circumstances, it would no longer be necessary for both parents to report or sign the registration document. Such change will more closely match the death registration process currently in place in the province.
FUTURE PLANS	Based on governmental priorities, the proposed legislative change would be submitted for consideration in the upcoming request for legislative change based on the priorities of the government.

4.1.4. Birth Registration Handling in Vital Statistics Offices

WHAT WE PLANNED	The Agency will continue to explore alternative capture and storage media for its paper birth registration documents. At present, all paper documents are transferred to microfilm for backup and regular access thereby ensuring the integrity and quality of the original paper records. However, accessing microfilm records is very labour intensive.
WHAT WE DID	The Agency undertook a pilot project to digitize records of Deaths that occurred over the past ten years. This data was required assist in the conversion of cause of death from the International Classification of Disease Version 9 (ICD-9) to ICD-10.
WHAT THIS MEANS	Experience with the digitized documents showed that they are readily available to staff researching cause of death information. This allows for timely reporting of health related statistics, as well as enabling all staff to access data quickly. Because the Agency already has in place the necessary hardware to support the recall and viewing of digitized records and has developed the expertise to undertake this indexed recall, the extension of this storage

methodology to other vital event types is expected to prove to be very beneficial.

FUTURE PLANS

While microfilm will remain the archival media of choice, producing microfilm from the digitized images as opposed to paper records will result in a higher quality of microfilm record and also improve of staff access to these documents.

4.2. DEATH REGISTRY

4.2.1. Funeral Homes

WHAT WE PLANNED

Implementation of the planned Internet submission of death registration forms is contingent on addressing issues surrounding data security. Work on solving outstanding issues will continue

The Agency also plans to work with funeral homes to develop a program enabling them to search the Wills Notices Registry. The Agency anticipates completion of this project by the end of the 2002 fiscal year.

WHAT WE DID

Agency Systems personnel concentrated efforts on developing a secure web interface from funeral homes to the Agency's "VISION" computer registry program. The Agency was invited to participate in the annual conference for the Funeral Services Association of British Columbia and attended, where a pilot version of the interactive software was demonstrated.

Because of other demands on systems staff, exploration of the access to the Wills Registry was not completed.

WHAT THIS MEANS

The Agency and the Funeral Services Association of British Columbia continues to work together toward enhancing the private partner relationship developed over the past number of years. The Agency is now in a position to pilot the interface program in selected funeral home locations based on expressions of interest from the industry.

FUTURE PLANS

The Agency will solicit expressions of interest from the Funeral Homes to determine where the pilot project could be implemented. It is expected that at least one funeral home will pilot this system in the coming year. Funeral home staff involved in the pilot will be requested to provide feed-back to the Agency on the benefits of using

this program, which will assist in identifying processes to streamline the program's roll-out to other locations.

4.2.2. Coroner

WHAT WE PLANNED

During 2001/2002 the Agency will initiate direct discussions with the Coroner's Service to confirm interest and support for the development of a PC program to facilitate completion of Medical Certificates of Death.

WHAT WE DID

The Agency demonstrated a system for the electronic exchange of data between Vital Statistics and the Coroner's Office.

Agency staff regularly liaises with the Coroner's Office to ensure finalization of data related to deaths reported where the initial reporting of the cause of death was listed as 'pending' coroner's investigation.

WHAT THIS MEANS

Interest in this electronic transmission alternative was expressed. At present, the Coroner's Office is upgrading their computer system, and will be in a position in future to further explore the possibility of electronic data exchange. By both speeding up the receipt of finalized report on cause of death and by making the process easier for coroner's and their staff to submit this information, medical data will be collected in a more timely manner, and processes are in place to ensure no finalized report data is overlooked.

FUTURE PLANS

Once the Coroner's Office has upgraded and completed testing of their new system, the Agency will initiate discussions on the business requirements for the development and implementation of a web-based exchange of data. This project will utilize the experience and expertise developed as a result of the pilot testing of the exchange of data with funeral homes in British Columbia.

4.2.3. Physician

WHAT WE PLANNED

The Agency plans to investigate processes for electronic filing of medical certificates of death (MCOD) by physicians, which both eliminate paper submission requirements and ensures data quality and security.

WHAT WE DID

The Agency continued to promote the submission of MCODs from physicians by facsimile. This alternative greatly decreased the time and effort of funeral home staff in securing these documents from doctor's offices.

	Preliminary business analysis of the direct electronic submission of these documents was completed including "round table" discussions within the Agency as to the methods of moving forward in this area.
WHAT THIS MEANS	Although issues pertaining to information security and hardware costs preclude the early introduction of a fully electronic MCOD submission, both physicians and funeral homes have reacted positively to the use of facsimile submissions. It is anticipated this methodology will virtually replace paper submission over the next few years.
FUTURE PLANS	Experience learned through the pilot project with the funeral homes will assist the Agency in developing Web-based technology to collect information directly from physicians.

4.2.4. Vital Statistics Offices

WHAT WE PLANNED	The Agency will to continue to use microfilm as the archival storage medium for Medical Certificates of Death and Death Registration forms while investigating digital imaging as an alternative. Results of this investigation and experience can then be applied to other project areas within Agency operations.
WHAT WE DID	As part of the work involved in converting historical cause of death information, the death registration and medical certificate of death forms for events that occurred over the past ten years were digitized as part of a pilot project. Staff then accessed these digital images to ensure proper conversion to the new cause of death coding structure could be completed in a timely and effective manner.
WHAT THIS MEANS	Because of digitization, both the registration of death and medical certificate of death documents are readily available to staff undertaking research related to cause of death. This allows for timely reporting of longitudinal health related statistics, as well as enabling quick data access to this information by all staff of the Agency regardless of their physical work location.
FUTURE PLANS	Experience with the digital imaging of death registration and medical certificate of death forms has shown this to be an effective method for allowing staff to access these records quickly and easily. Detailed business analysis will be undertaken in the coming year of the potential to use "in-house" digital imaging of records as part of the process

used to prepare the records for microfilming and final storage. Microfilm will remain the archival medium for these records but the potential to produce better quality microfilm images directly from the digital images, while simultaneously giving staff ready access to these important digitized records will be explored.

4.3. MARRIAGE REGISTRY

4.3.1. Religious Representatives

WHAT WE PLANNED	The Agency will continue to promote the use of facsimile transmission of marriage registration documents. An additional informational update will be scheduled for distribution during 2001/2002. Work is continuing to provide web-based services to religious representatives through an easily accessible secure system.
WHAT WE DID	Increased uptake by both Marriage Commissioners and Religious Representatives of the fax alternative resulted in reducing the time between a marriage event and the issuing of the marriage certificate by the Agency. In addition, the *Religious Representatives' Guide to Marriage in BC* was updated. The new guide encourages Religious Representatives to transmit marriage registrations via facsimile. Over 600 copies of the new guide were issued during this period.
WHAT THIS MEANS	The ongoing promotion of the flexibility and convenience of facsimile transmission has resulted in a steady increase in the number of marriage registrations from religious representatives now being forwarded in this manner. The exercise of this option is now only restricted by the availability of facsimile equipment accessible to religious representatives.
FUTURE PLANS	To accommodate routine temporary appointments for religious representatives, the Agency will look at producing a modified marriage register for recording and reporting single marriage ceremonies often conducted outside normal church facilities. A concentrated effort will be undertaken in the coming year to contact all religious bodies to secure updates on those designated by the body to perform marriages in the province. Business analysis will also be undertaken as to the feasibility for submission of updates and deletions to the listing of approved persons using electronic mail.

With the next printing of the marriage licence/registration forms, clear instructions on the use of the fax alternative will be provided on the reverse side of this form which should result in further uptake of this option and with it improved service levels for newlywed couples.

4.3.2. Marriage Commissioners

WHAT WE PLANNED	The Agency will continue to encourage Marriage Commissioner to submit registration documents by facsimile while investigating the introduction of web-based electronic interfaces between these service providers and the Agency. The goal is to explore the feasibility of providing "one-stop shopping" by couples enabling the purchase of a license, having the ceremony performed and receiving a marriage certificate from the same location.
WHAT WE DID	A revised and updated guidebook was distributed to all marriage commissioners appointed in the Province. The new guide continues to encourage marriage commissioners to forward their marriage registrations via facsimile. The Agency also updated the marriage commissioner component of its public website by allowing marriage commissioners to publish specific contact information including their e-mail address, fax number along with their photograph.
WHAT THIS MEANS	All "rush" certificate requests, along with a significant percentage of registrations from marriage commissioners are now received via facsimile. In the case of "rush" requests, the certificate is now on its way to the couple by the next business day, while regular processing requests and the related certificate is issued to the client some 3 to 5 days faster than when mail submission is utilized. Changes to the public web site results in couples having better access to both identify potential marriage commissioners and contacting them directly via e-mail or fax through the marriage commissioner search facility on the Internet.
FUTURE PLANS	The Agency will continue to review operations with a view to providing quality public service in the delivery of marriage services.

4.3.3. Marriage Licence Issuers

WHAT WE PLANNED	The Agency will continue to work toward the successful implementation of a secure web-based marriage license interface capability in fiscal 2001/2002.
WHAT WE DID	Marriage Licence Issuers currently may use a PC system to enter vital event information and produce both the Marriage Application and Marriage Licence documents.
WHAT THIS MEANS	The PC based system includes extensive program edits to assist the Marriage Licence Issuers in consistently capturing full and complete information pertaining to this vital event. The program allows corrections identified by the couple during the application process to be easily and quickly corrected prior to the issuing of the marriage licence. Monthly revenue reporting is fully supported by the computer system.
FUTURE PLANS	Based on experiences with a web-based program for funeral homes, the Agency will undertake the detailed business analysis related to an electronic interface between these private service provides and the Agency. The resulting connection will allow for direct electronic transmission of the supporting marriage application data to the Vital Statistics Agency.

4.3.4. Marriage Certificates

WHAT WE PLANNED	The Agency planned to increase the number of service providers issuing marriage certificates through Internet access.
WHAT WE DID	In April of 1998, the fee regulation associated with marriage licenses was amended to provide for the automatic issuance of a large marriage certificate subsequent to the filing a couple's registration of marriage. As a consequence of this initiative, the planned development of stand-alone software to allow marriage commissioners and other private service providers to issue marriage certificates was made redundant.
WHAT THIS MEANS	Marriage Certificates are generated by the Agency's VISION computer application upon registration of the marriage event, thereby eliminating the need for further action on this initiative
FUTURE PLANS	The objectives of this initiative have been met.

4.4. CHANGE OF NAME REGISTRY

4.4.1. Change of Name Processing

WHAT WE PLANNED	The Agency will undertake a survey of province/territory interest in amalgamating the registration of a legal name change and the request to issue a new birth certificate, for those persons born in Canada. The Agency will tabulate the results of the proposal, and address the issue at the next Vital Statistics Council for Canada meeting in June 2001. The Agency will continue to ensure costs of processing changes of name are minimized.
WHAT WE DID	Council reviewed the proposal; however, consensus at this time was that the option should not move forward.
WHAT THIS MEANS	Persons born in other provinces will continue to make a separate application to obtain their birth certificate following their legal name change.
FUTURE PLANS	The Agency and the Ministry of the Solicitor General agree that a notification system of all legal name change by adults should be made available to the RCMP, as part of an integrated step in the legal name change process, to assist with the maintenance of the index of criminal records. The Agency in cooperation with the Ministry of the Solicitor General will propose a legislative change, and develop the specific policies, procedures and processes to meet this goal. Effective communication of this change will be undertaken following the implementation of the change.

4.4.2. Archiving Supporting Documents

WHAT WE PLANNED	The Agency will produce digital images as a routine part of the data entry process and investigate means of preparing microfilm archives directly from the images.
WHAT WE DID	Work on digitizing historical death records was completed as part of the conversion work related to the new coding structure for medical cause of death. Experience from this project showed that digital records were both efficient and convenient for users needing to access this information.
WHAT THIS MEANS	Based on the experience gained from work on digitizing of death records, the Agency can realise efficiencies by extending the program to other record holdings.

FUTURE PLANS	The Agency will undertake the business analysis of the application of digitizing Change of Name files.

4.4.3. Reports to External Registries

WHAT WE PLANNED	The creation of the National Routing System could result in this information being shared electronically between the provinces and territories.
WHAT WE DID	While the initial business case analysis was completed on the National Routing System, further effort in this area is awaiting a final decision by the Vital Statistics Council for Canada regarding the National Routing System.
WHAT THIS MEANS	The need to create and transmit paper records associated with name changes between the provincial registries could be eliminated by the introduction of an electronic routing system. Information on these changes would be available to other Vital Statistics Agencies in a rapid and convenient fashion, allowing them to update their information on births and marriages in an appropriate manner.
FUTURE PLANS	The Agency will continue to notify each province individually of any legal name changes that affect events in their province and will participate actively in the developments that may occur under the National Routing System.

4.4.4. Gazetteer of Change of Name

WHAT WE PLANNED	The Agency will propose a legislative change at the first opportunity to allow advertising on the Internet rather than in a local paper.
WHAT WE DID	The Agency put forward a proposed amendment to the Name Act to eliminate the requirement for the public to advertise their intent to change their name in British Columbia. Rather than advertising in the BC Gazette and in a local newspaper, the Agency will post name change information on a secure website, whose contents will be available to approved subscribers
WHAT THIS MEANS	Clients who undertake a legal name change will no longer have to advertise, thus eliminating an area which has caused considerable confusion for clients. Under the revised process, clients will submit their application to Vital Statistics who will process the application and ensure

	the correct advertising of the legal name change is completed.
FUTURE PLANS	Once the legislative change is approved, the Agency, will work with the Protection of Privacy Commissioner, to implement the changes required to successfully put into operation this revised requirement.

4.5. WILLS NOTICE REGISTRY

4.5.1. Registration of Wills Notices

WHAT WE PLANNED	To increase the electronic filing and registration of Wills Notices, the Agency planned for receipt of 30,000 Wills Notices through the Access BC application process and approximately 1,000 through a secure web application with the remainder being submitted by mail.
WHAT WE DID	The Agency received and registered a total of 19,000 wills notices through Access BC and 24,965 by mail. Business analysis of secure web transactions was carried out and a decision to pilot test this process in another area (funeral home registration submission) of the Agency was made.
WHAT THIS MEANS	The Agency did not see the level of uptake for the use of Access BC by legal professionals as was anticipated. While the legal profession continued to expand its use of this "portal access" alternative, many offices remained with use of mail as the preferred method of submission.
FUTURE PLANS	The Agency will continue to develop its experience with secure web interfaces and will apply this experience to the area of Wills based on successes elsewhere in the Agency. In addition, the Agency will work with Access BC in providing encouragement to legal professionals to use this electronic submission methodology for the filing of Wills Notices.

4.5.2. Wills Notice Searches

WHAT WE PLANNED	To process in a timely and effective manner all Wills Notice Searches filed with the Agency in 2001/02. A total of 6,500 Wills Searches were planned to be received through the Access BC application, 200 through the Secure Web application and the remainder by mail.
WHAT WE DID	A total of 13,368 Wills Notice forms were processed by the Agency in 2001/02. Some 5,000 were received

	electronically through the Access BC application, and the remainder were received through the mail.
WHAT THIS MEANS	As with Wills Notices, the Agency did not see the level of uptake by legal professions of the Access BC option. The majority of those submitting their search requests continued to do so using the mail.
FUTURE PLANS	The Agency will review the potential to modify the Wills Search result document to reduce staff effort in light of ever tightening resources. Regulatory change will be undertaken which will provide the Agency with flexibility with regard to the method of providing search results for use in the probating of estates.

4.5.3. Vital Statistics Agency

WHAT WE PLANNED	The Agency planned to identify electronic storage media suitable for recording images of Wills Notices as an alternative to the microfilm image storage presently in use.
WHAT WE DID	In fiscal 2000/01 the Agency purchased a microfilm digital scanner reader and tested its use in a number of applications including medical certificate of death medical coding, electronic transmission of images between offices and e-mailing of genealogical copies of records to qualified applicants. The agency expanded this type of activity with the acquisition of a second machine in fiscal 2001/02. Business analysis of the requirements related to the imaging of Wills Notices was undertaken.
WHAT THIS MEANS	The Agency has investigated digital imaging solutions that relate to its business requirements and found some that have proven extremely effective, however, the initial impetus for undertaking the initiative as it relates to Wills is not feasible at this time.
FUTURE PLANS	The Agency will continue to develop applications utilizing digital image technology where feasible and appropriate but will concentrate its immediate efforts with regard to wills searches on changes in the required outputs of the wills search to achieve staff efficiencies.

5. SUPPORT SERVICES STRATEGY

5.1. PERFORMANCE MANAGEMENT AND MEASUREMENT

5.1.1. Performance Measurement

WHAT WE PLANNED	The Support Services Branch of the Agency planned and completed a quality assessment survey of Agency operations and a quality improvement plan in fiscal 2000. In addition, the Agency planned to work with Senior Financial Officers (SFO) Council during fiscal 2002 to identify and implement improved performance measures in support of the government objective of improving accountability through performance monitoring.
WHAT WE DID	During fiscal 2002 the Branch developed performance-monitoring reports for the Adjudication/Registration Audit and HR/Confidential Services Units. Due to significant changes in government management the SFO could not undertake all activities associated with its performance measurement initiative. The Agency worked on improving and increasing its performance measures as was possible with the time and resources available.
WHAT THIS MEANS	Although the Agency has some of the most highly developed performance measures in government; it must continue to enhance these measures to ensure their continued relevance.
FUTURE PLANS	The Agency plans to conduct regular reviews of performance measures in place at the Agency; to continuously search for new measures for consideration; to enhance, amend or add to the Agency's performance measurement system as required to provide a high level of performance and accountability; and to identify and implement at least one new performance measure for fiscal 2004.

5.1.2. Financial and Performance Reporting

WHAT WE PLANNED	The agency planned to prepare quarterly financial and performance forecasts for Treasury Board Staff as well as to prepare and distribute this annual Financial and Performance report to report on results outputs and outcomes on an annual basis.

WHAT WE DID	The Agency prepared and submitted all reports as required as well as meeting all the reporting requirements of government during and concluding the 2002 fiscal year.
WHAT THIS MEANS	The Agency has met its objectives and obligations related to financial and performance reporting.
FUTURE PLANS	The Agency will continue to meet its reporting plan as well as the reporting requirements of government and will continue to seek ways to enhance content and access to its financial and performance reports.

5.2. HISTORICAL VITAL EVENT RECORDS

5.2.1. Release of Historical Vital Event Records

WHAT WE PLANNED	The Agency planned to prepare microfilm copies and related vital event indices to ensure that vital event records can be released in the year in which they are eligible for such release. Birth records may be released 100 years after the birth event; marriage records 75 years after the marriage; and, death records 20 years after the death. The Agency plans to make available baptismal records on file with the Agency for events that occurred between 1837 and 1900.
WHAT WE DID	Births to 1901, Marriages to 1926 and deaths to 1981 are now available in libraries, at the British Columbia Archives Reading Room, and through the Genealogical Society of Utah. All of these events may be searched on the Internet using the vital records index search facilities on the BC Archives Web site. Through a partnership with BC Archives and Vital Chek these records are also available for purchase by credit card and delivery by e-mail. Archive volunteers have completed the first stage in creating an on-line index for baptismal records for events that occurred between 1837 and 1900. Births that occurred between 1919 and 1946 were microfilmed providing the Agency with a new working copy and the BC Archives with a silver master, which can be used for producing any subsequently required microfilm copies.
WHAT THIS MEANS	Vital event records were released in accordance to prescribed legislation and they are available to the public through the Internet . Archive volunteers will proceed to

	the second stage of creating an on-line index for the release of baptismal records in 2002/03. Through the completion of the microfilming project, the Agency can provide high quality copies of birth records up to 1946 as these records become available for public access.
FUTURE PLAN	To continue maintaining microfilm records and vital event indices as necessary to ensure that vital event records can be released in the year in which they are eligible for release and to oversee the completion of the next phase of the on-line index for baptismal records in 2002/03.

5.2.2. Restoration of Historical Indices

WHAT WE PLANNED	The tapes containing birth record indices from 1900 to 1940 were found irreparably damaged. The Agency plan is to work on the reconstruction of the damaged index with the resource constraints available to this project.
WHAT WE DID	The Agency completed additional preparatory work for the records after 1929.
WHAT THIS MEANS	As of the end of fiscal 2001/02 the indices have been restored except for the period 1919 to 1929.
FUTURE PLANS	The Agency plans to continue the restoration of the damaged indexes utilizing available resources within the work unit.

5.2.3. Historical Birth and Death Project

WHAT WE PLANNED	The Agency will complete the data entry of required certificate information for birth records back to 1940 to facilitate automated birth certificate production. The emphasis will then shift to death records to enable a further expansion of the matching of death event information to birth records.
WHAT WE DID	Death records held by the Agency contain the required data elements for linking them to birth records. Birth records have been linked to corresponding deaths dating back to 1930.
WHAT THIS MEANS	The matching of birth and death records will assist the Agency in identifying fraudulent applications and prevent the issuance of certificates.

FUTURE PLANS	The Agency plans to provide ongoing linkage of birth and death records through identifying death records where the person was born in British Columbia.

5.2.4. Data Quality Initiatives

WHAT WE PLANNED	The Registration Audit Unit planned to develop processes for the early detection of errors and the introduction of appropriate education and information actions to reduce their number on registration documents received. The Notice of Birth form will incorporate instructions on the reverse side and a separate physician's quick reference guide will be developed to assist physicians and attendants in their completion
WHAT WE DID	The Agency conducted regular audits throughout the year to improve the data quality on Notice of Birth forms. Hospitals were contacted directly to obtain missing information and to address specific concerns relating to maternal complication and perinatal condition fields.
WHAT THIS MEANS	A greater understanding of the importance of Notice of Birth information on the part of physicians and hospitals responsible for completing the form will help improve data quality; therefore, enabling the agency to produce better and more accurate health information for health planning purposes in a more timely fashion.
FUTURE PLANS	A pilot project will be initiated for the electronic transmission of Notice of Birth information directly from hospitals. The objective of this project is to increase both the timeliness and the level of data quality of the Notice of Birth data, thereby reducing the effort and time for all parties to follow up for incorrect data. In turn, parents will be able to get birth certificates for their newborn children in a more succinct fashion

5.3. FINANCE AND ADMINISTRATION

5.3.1. Transfer Payroll Function from Ministry of Health

WHAT WE PLANNED	The Agency planned to transfer payroll activities from the Ministry to establish full financial independence.
WHAT WE DID	Discussions with the Ministry Senior Financial Officers were undertaken; however, the government initiative to centralize the entire government payroll function overtook these efforts.

WHAT THIS MEANS	As payroll will now be centralized for all of government our objective will be partially met as the Agency will be independent of the Ministry for payroll services.
FUTURE PLANS	There are no further plans in this area as the outcome conforms to the direction of government.

5.3.2. Policy and Procedure Documentation

WHAT WE PLANNED	Agency plans included bringing its internal financial policy and procedure documentation up to date to reflect the implementation of CAS, Vision and financial policies regarding capitalization.
WHAT WE DID	Financial Policy and procedures were effectively updated and documented to reflect the implementation of the initiatives identified above. The implementation of additional initiatives such as purchase cards, business and travel accounts and other plans for significant changes in the financial management landscape of government has and will affect the documentation effort for a considerable period of time to come.
WHAT THIS MEANS	Additional effort will be required to maintain our existing documentation and prepare documentation associated with new financial processes for government.
FUTURE PLANS	The unit will continue to identify areas where written procedures are required and review activities to ensure written documentation reflects actual or required practice.

5.3.3. E-Commerce

WHAT WE PLANNED	The Agency planned to promote the use of e-commerce and other alternative payment processes for its services in order to reduce reliance on the acceptance of personal cheques for payment. (Personal cheque processing and the dealing with NSF cheques is labour intensive and costly
WHAT WE DID	Promotion of the acceptance of credit cards, and debit cards, the acceptance of applications over the phone, by facsimile and through Access BC has resulted in an increase of alternative payment methods being utilized in almost 40% of the Agencies service transactions.
WHAT THIS MEANS	Fewer cheques require processing resulting in somewhat less related work. The incidence of NSF cheques has also

	decreased; however, the write-offs related to NSF cheques continue to increase slowly.
FUTURE PLANS	The Agency will continue to promote alternate methods of payment until it becomes feasible to restrict acceptance of personal cheques for services requested.

5.4. HUMAN RESOURCES AND CONFIDENTIAL SERVICES

5.4.1. Human Resources/ Confidential Services

WHAT WE PLANNED	The Agency planned to establish independent human resources (HR) services to promote a more effective delivery of corporate HR policies and procedures including recruitment, classification, labour relations and occupational health and safety.
WHAT WE DID	The manager responsible continued to apply human resources best practices in the delivery of client services to all Agency personnel.
WHAT THIS MEANS	The pursuit of best practices involves research and the identification of areas in human resource delivery that could be improved and/or adjusted to better meet client expectations. For the fiscal year 2001/02 a majority of this effort involved managing the organizational impacts of a government-wide workforce adjustment strategy. This included working with management and employees to provide an effective resource for implementation of processes surrounding this initiative and acting as a conduit for information regarding the shared services plan for Government.
FUTURE PLANS	A significant part of the shared service initiative includes the cross-government review of the delivery of human resources with the intent of amalgamation where possible. Although it is expected the Human Resources function will remain with the Agency for fiscal 2002/03.

5.4.2. Consolidation of Adoption Indices

WHAT WE PLANNED	The Confidential Services Branch planned to link all adoption indices through a MS Excel database to allow the efficient retrieval of adoption related statistics and in turn enhance the ability of the Agency to respond to information requests from a variety of clientele.

WHAT WE DID	Although begun in fiscal 1999/00, this remains an ongoing project, as there are 70,000 records involved in the process. Resources were not specifically allocated to this project based on budgetary impacts.
WHAT THIS MEANS	Adoption records maintained by the Agency are intact but have been recorded in a variety of formats. This does not affect the operations or delivery of essential services to Agency clientele, but does not readily allow statistical analysis.
FUTURE PLANS	The Agency will continue to work towards linking all adoption indices within existing resources until complete.

6. REGIONAL SERVICES STRATEGY

6.1. SERVICE DELIVERY AND EFFICIENCY

6.1.1. Community Service Levels

WHAT WE PLANNED

The Vital Statistics Agency will continue to be proactive in utilizing all available information management tools to monitor service levels and demands and to respond to any concerns or issues identified. Marriage commissioner meetings, which had started during the last fiscal year, will be continued in those remaining areas and actions as may be required to meet any identified concerns will be reviewed and where possible remedied during fiscal 2001/02.

WHAT WE DID

Based on a statistical report from our VISION computer system and a commitment to try to keep the number of marriages performed by Marriage Commissioners from becoming overly burdensome (i.e. greater than 100 marriages per year), a number of locations were identified as requiring additional Marriage Commissioners. Newspaper advertisements were placed in local papers circulating in each of the identified communities. This was followed by a screening of the hundreds of applications received, the administration of a written series of questions to selected applications and finally, the videotape presentation by candidates of a mock wedding segment. Based on the review of these applicant screening and assessment processes, recruitment and training of an additional 45 Marriage Commissioners in 31 locations resulted.

In the case of Marriage Licence issuing options, a concerted effort was undertaken to expand the number of locations available to clients in major urban centres. Existing full service insurance company outlets were contacted to determine interest and qualifications to provide this service, which requires either of the bride or groom to appear in person to make application for their marriage licence. Based on enthusiastic interest from this group of private service providers, service was further expanded with the appointment of 30 new Marriage Licence Issuer locations.

During the 2001/2002 fiscal year the following service provider appointments essential to effective and convenient customer service were made:

- 20 additional District Registrars (who assist clients with the completion of their birth registration forms and the completion of statutory declarations associated with correcting key vital event information);
- 64 new Funeral Service Provider staff appointed as District Registrars (this allows deaths to be registered in the community on a timely basis – in many cases providing service on a seven day per week, twenty-four a day basis);
- 27 more Government Agent staff appointments (District Registrar & Marriage Licence Issuer) -- these service providers located in established Government Agent offices ensure that clients can get vital event services in their home communities;
- 164 additional Private Marriage Licence Issuer appointments (includes Insurance Agents and Notaries Public) -- in many instances the new appointments resulted in expanded service hours – including evening and weekend openings not previously available in their community;
- 42 new Private Marriage Commissioners -- ensuring that couples can receive service in their home locales and at times which best meet their needs and desires and;
- 116 Temporary Marriage Commissioners.

WHAT THIS MEANS

A much wider range of locations, including expanded hours of availability for Agency services in British Columbia has been established where clients can be provided with required information, direction, and documents in a more customer effective manner.

FUTURE PLANS

Vital Statistics continues to evaluate alternatives for service delivery and will expand the use of private sector service delivery options as opportunities occur and demand for these service alternatives increase.

6.1.2. Alternative Service Delivery Sources

WHAT WE PLANNED

The Agency continued to monitor the service level requirements at the local level to ensure the adequacy and availability of quality service for our clients. Private sector service providers will be used where possible. The Agency

will continue to develop alternative service delivery options through the Internet and the investigation of Interactive Voice Response (IVR) technology.

Discussions will be initiated with other jurisdictions such as the United States, United Kingdom, Australia, and New Zealand to determine if "links" from and to their web sites would be possible. The addition of these links will allow clients a more convenient method of accessing the key vital event information and records that they require.

WHAT WE DID

Private Service Providers in several insurance agencies were appointed as Marriage Licence issuers in the Greater Vancouver area expanding not only the number of location options for clients but also the hours of service, which now includes evenings and weekend options.

Links to other Vital Statistics offices in Canada, the United States, Australia, New Zealand, England, Wales, Northern Ireland and Scotland were provided through the Agency's Internet site, and other information services continued to be updated to meet client's needs for information. Adding IVR options to the existing telephone information "tree" was investigated, but the existing product offerings were not cost effective at this time.

WHAT THIS MEANS

British Columbia residents have additional venues to access Agency services.

Globally, clients have convenient access to information and forms for other areas, and are able to access forms and apply on-line for vital events that occurred in British Columbia.

FUTURE PLANS

The Agency will continue to seek additional agreements similar to those outlined previously, concentrating in the coming year on Vancouver Island and in the Interior to increase service centre locations for clients.

6.1.3. Vital Chek

WHAT WE PLANNED

The Agency, and its partners planned to continue marketing vital statistics services by telephone, fax and the Internet using credit cards through the bank approved service partner Vital Chek Network Inc. In addition the Agency planned to extend this service to allow for the simple and easy purchase copies of historical records over the Internet.

WHAT WE DID

Vital Chek distributed literature regarding its service to passport offices across Canada and the US ensuring clients needing a quick alternative for certificate application were aware of this service alternative. The Agency also includes information regarding the Vital Chek credit card service option on its web site to ensure clients are aware of this alternative.

The Agency also converted genealogical marriage and death records spanning the period 1872 to 1923 from microfilm to digital images. In partnership with Vital Chek and BC Archives, the Agency has made these records available for purchase by credit card through electronic ordering and delivery over the Internet.

WHAT THIS MEANS

The use of credit cards for the purchase of vital event certificates by telephone and by Internet has increased by 33% in the most recent fiscal year. Use of this service allows customers from the convenience of their home or office to obtain vital event services and reduces the time it takes the Agency to deliver the requested service. In addition, customers are now able to order open genealogical records of marriage and death over the web and receive them 24 hours a day anywhere in the world.

FUTURE PLANS

The Agency and its partners plan to continue marketing the Vital Chek credit card payment option. Recoveries from the sale of genealogical images will be used to create additional digital images to further enhance this service as well as provide an alternative storage medium and backup for these records. Work will be undertaken in the coming year, in cooperation with Vital Chek to utilize additional technology alternatives which will allow all births (1872 to 1901), along with death records (1924 to 1981), marriage records (1924 to 1926), and overseas (World War II) death records to become available on a "next business day" basis, further expanding the genealogical search information alternatives for our clients.

6.2. PRODUCT DEVELOPMENT

6.2.1. Millennium (Year 2000) Certificates

WHAT WE PLANNED

Commemorative certificates will continue to be released to eligible parties as requested and the Agency will continue to look for similar special occasion opportunities to meet its customer's needs.

WHAT WE DID	The Agency provided special certificates as requested. Analysis determined that no new initiatives were practical at this time.
WHAT THIS MEANS	Special commemorative certificates (for persons born or married in the Year 2000) are available on request.
FUTURE PLANS	The Agency will continue to look for similar special occasion opportunities to meet its customer's needs, however, the specific objectives of this initiative have been met.

6.2.2. Commemorative Marriage Certificates

WHAT WE PLANNED	The Agency will investigate the market for a combined Commemorative Anniversary/Marriage certificate. The existing base design may be incorporated to effect cost savings in development and printing.
WHAT WE DID	Analysis indicates very low interest in the current pattern of anniversary marriage certificates. Only 14 certificates were issued during the year 2001. It was also noted that existing release and eligibility provisions in the Vital Statistics Act limits access to this service.
WHAT THIS MEANS	Unless eligibility provisions are broadened, there is limited potential to expand this market.
FUTURE PLANS	The Agency will review expansion of eligibility provisions to allow specified family members to make application for commemorative marriage certificates. Such expansion would make feasible review of additional marketing initiatives to ensure that potential clients are aware of this service offering.

6.2.3. Marriage Commissioner's Marriage Ceremony Memento

WHAT WE PLANNED	The Agency will continue to monitor comments received from Marriage Commissioners and newlywed couples to determine if a consensus for further change can be identified. The possibility of Marriage Commissioners preparing mementos on a customized basis will be reviewed over the coming year.
WHAT WE DID	A survey of all Marriage Commissioners showed 88% of the Commissioners preferred to keep the same size, content and style of the existing Statement of Marriage. Interest in a customized alternative was limited at this time.

WHAT THIS MEANS	Both the commissioners and marriage participants appear to be satisfied with the current system.
FUTURE PLANS	The Agency will continue to monitor input from the Marriage Commissioners with regard to all aspects of the program. This will include a review of the content of civil ceremony itself to ensure that it reflects appropriate language forms consistent with the racial mosaic of British Columbia.

6.2.4. Partnership Registry

WHAT WE PLANNED	The Agency will monitor trends in the evolution of the family structure as it is recognized in Canada with the intent of identifying significant changes which could impact existing policies and procedures.
WHAT WE DID	The Vital Statistics Agency has viewed with interest the introduction of a Partnership Registry in Nova Scotia and the work being undertaken in the Province of Quebec in this area. The Agency is undertaking research to identify not only the Canadian legal framework for partnership registry, but also broader international experience.
WHAT THIS MEANS	If the broad review of national and international experience demonstrates the need and utility of a partnership registry, the Agency will introduce a proposal for its implementation.
FUTURE PLANS	The Agency will continue to respond to the legislative priority of the government with a view to introducing options that may be appropriate for British Columbians.

6.2.5. Plastic (credit card type) Birth Certificates

WHAT WE PLANNED	The Agency will continue to explore and monitor developments that are occurring in the credit card industry and will prepare a detailed analysis and proposal for the issuing of birth certificates in this format in the future.
WHAT WE DID	In light of September 11, security of the current birth certificate document was foremost of concern to the Agency. All provinces have been participants in a full security review of vital event certificates that was undertaken countrywide by the Vital Statistics Council for Canada. Both staff from Vital Statistics Agencies, along with those client users of vital event records (example, Passport, RCMP, Social Insurance, Motor Vehicles) met

and put forward ideas to further strengthen the validation processes used with these documents.

WHAT THIS MEANS

The investigation of credit card style certificates has been postponed at this time, while further discussion at the national level with regard to certificate security has been completed. In the meantime, steps have been taken to ensure tighter security of existing stock that include the following features:

ThermoChromic Ink (Blue 148501TC)' which disappears when exposed to heat;

Intaglio printing of certificate border, which provides a tactile surface to the certificate stock;

Latent image (the word Canada) incorporated in the intaglio background printing, which seems to disappear when held at a 45° angle to the light;

Microlettering (the word Canada) behind the Provincial name, which is impossible to produce on a computer printer or scanner.

Banknote Securlazer© (laser sensitive paper), which will "show through" when erasures are attempted on their surface;

Securlazer© security paper contains invisible florescent fibres, which appear as a bright orange or red colour under black light similar to that used to validate paper money in circulation in Canada;

Private imbedded watermark, which is available only to bank note printing companies such as BA Bank Note or Canada Bank Note; and

Mod 9 Control number in red ink, which uses a computer based formula for the production of the last digit number appearing on each certificate.

FUTURE PLANS

Based on decisions made at the national level through consultation with Vital Statistics Council for Canada members and key users of vital event records, further security measures will be undertaken as deemed appropriate.

6.2.6. Interactive Voice Response (IVR) Telephone System

WHAT WE PLANNED	The Agency will continue to look for a cost-effective IVR system that will meet the business requirements of the Agency.
WHAT WE DID	Alternative systems have been reviewed, but at this point we have not identified a system that would be cost-effective for our clients and the Agency.
WHAT THIS MEANS	The Agency is continuing to provide information through the 'Aspen' telephone tree information system. Analysis has shown that over 55% of all calls are being handled by the automated tree information while the remaining calls are being handled in a timely manner by our customer service representatives.
FUTURE PLANS	The Agency will continue to investigate alternate electronic methods for providing required information to our clients. Investigation of the use of IVR technology to allow clients to validate the receipt of their birth certificate will be undertaken as part of the action steps initiated to further strengthen the security features of vital event certificates.

6.2.7. Central Clearinghouse Function

WHAT WE PLANNED	The Agency planned to investigate the feasibility of developing a process whereby parents who require birth certificates for more than one province would be able to obtain them through the completion of a single application form.
WHAT WE DID	The central clearinghouse function will be pursued under a national proposal. See details under the National Routing System Project elsewhere in this document.
WHAT THIS MEANS	The National Routing system would allow each provincial jurisdiction to electronically deposit and retrieve vital event information from a central storage database and could include application information.
FUTURE PLANS	The clearinghouse initiative is no longer required, as the National Routing System Project addresses the same objectives.

6.2.8. Validation of birth certificates

WHAT WE PLANNED	The Agency will continue to look for methods of electronically validating the personal information on birth certificates by those agencies using these vital event records (example, Passport, Motor Vehicles, Social Insurance) to facilitate detection of document tampering.
WHAT WE DID	Discussions were undertaken with Passport Canada and Human Resources Development Canada to determine the feasibility of initiating an electronic validation of birth certificate information. These agencies are responsible for issuing passports and social insurance numbers respectively. Detailed Project Initiation Documents were completed.
WHAT THIS MEANS	The Vital Statistics Agency and two of its key business partners have completed discussions as to the fundamentals required to undertake the development of the technological infrastructure needed to move forward on this project
FUTURE PLANS	The Agency has begun the acquisition of the hardware necessary to support the electronic validation process. Detailed discussion is underway to design and test, through a pilot study, a configuration that includes specific security issues and time sensitive transactions. The Agency will also review a process for linking birth certificate records directly to the vital event record itself. In this manner certificates that are reported as lost or stolen can be readily flagged and action taken to prevent their fraudulent use.

6.2.9. Marriage Commissioner Selection and Training

WHAT WE PLANNED	Initially, videoconferencing appeared to provide a good alternative to "in person" selection and training; however the technology was neither cost effective nor found to be appropriate. New recruitment practices piloted in the Vancouver Island region will be written up in policy and implemented throughout the Province. These new processes include a written interview in the community where the individual resides, followed by an in-person oral interview where each applicant conducts a video taped mock marriage ceremony in front of a group to allow the interviewer to assess potential marriage commissioners "in action".

WHAT WE DID	The process for advertising, selecting, and training of new Marriage Commissioners was finalized. The process was utilized in other regions and confirmed as an effective method of selecting new Marriage Commissioners.
WHAT THIS MEANS	All applicants respond to the same questions and follow the same process for selection in all areas of the Province. The requirement to stand up in front of a group of people to perform a mock ceremony provides the Agency with a greater knowledge of an individual's skill and ability in public speaking.
FUTURE PLANS	The Agency will continue to monitor the levels of demand for Marriage Commissioners and undertake appropriate recruitment action using the procedures outlined above. In consultation with other areas of government, the Agency will examine the criteria for identification and selection of marriage commissioners to affirm the equality and fairness of the selection process to all involved.

6.3. POLICY AND PROCEDURES

6.3.1. Legislative Review

WHAT WE PLANNED	The Agency will continue to review its legislation on a systematic basis with the aim of compiling and documenting essential legislative changes. In addition, all legislation will be reviewed to identify changes required to ensure consistency in language and to reduce regulatory burden on clients.
WHAT WE DID	Substantial legislative amendments to the Name Act and Vital Statistics Act were drafted and approved for introduction in the 2002 legislative session. In accordance with government direction, the Agency also prepared a detailed three-year deregulation plan for reviewing its existing legislation.
WHAT THIS MEANS	A major combined initiative of the Ministries of Health Planning and Attorney General to increase public confidence in the integrity of the change of name process and its linking to criminal records will be achieved with the introduction of legislative changes in the Spring of 2002. It will be necessary to accommodate major policy and procedural changes resulting from expected passage of the amendments to the Name Act and Vital Statistics Act.

New policies and procedures will be developed, refined and implemented throughout the coming year.

FUTURE PLANS

The Agency will review its legislation in accordance with its established three-year de-regulation plan. Specifically, the Wills Act Part II will be completed by June 2002, the Name Act and Marriage Act by June 2003, and the Vital Statistics Act by June 2004.

To accommodate the changes in the Name Act, a new Change of Name application form will be developed. Detailed procedures whereby adult persons who are changing their name will submit to fingerprinting and having their criminal record checked, will ensure that in future a clearly defined link will exist ensuring that proper law enforcement action is facilitated.

The Agency will be an active participant in the national review of vital statistics legislation being undertaken by the Vital Statistics Council for Canada. The Agency will also participate as a member of the Council in preparing submissions to the Uniform Law Commission for a planned review and updating of the Uniform Vital Statistics Act. Of particular concern will be issues related to family structure and the recognition of the evolving societal view of the family, along with any necessary security issues and related legislative changes required to ensure the integrity of the information provided by Vital Statistics Agencies and used by its business partners is maintained.

6.3.2. Guidebooks

WHAT WE PLANNED

The Agency will continue to review all of its service provider guidebooks on a systematic basis. The next series scheduled for review are guidebooks for Marriage Licence Issuers and Funeral Service Providers.

WHAT WE DID

The guidebooks pertaining to the computer programs utilized by Marriage Licence Issuers and Funeral Service Providers were updated to align these manuals with changes to both the collection/reporting requirements of the Agency, along with changes to the computer programs themselves. These revised guidebooks were distributed to all offices utilizing these specific computer systems.

A revised and updated Marriage Commissioner guidebook was issued not only to new appointees but also to existing

Marriage Commissioners to ensure the overall quality and consistency of the program was maintained.

WHAT THIS MEANS

The consistency of customer service throughout the Province is maintained by ensuring a timely and thorough review of published guidelines. Distribution of these changes also facilitates a dialogue between our offices and our service providers, resulting in further suggestions and ideas for future improvements, which can be incorporated in subsequent reviews and updates.

FUTURE PLANS

Recent legislative changes to the Vital Statistics Act and the Name Act will require revision of guidebook for Government Agents, Hospitals District Registrars, and Private District Registrars, as well as updates to our the Agency's own internal Policy and Procedure documents. The Agency will also explore the feasibility of maintaining all its Policy and Procedure documents on the WEB, using alternatives such as the intranet and the extranet as a means of providing both staff and service providers with ready access to fully up-to-date information.

6.4. AUDIT AND QUALITY ASSURANCE

6.4.1. Surveys/Customer Satisfaction

WHAT WE PLANNED

The Agency plans to continue the existing customer survey program, which includes survey cards being sent to 25% of all customers who order certificates and 10% of all couples using Marriage Commissioner services. Based on survey returns, individual follow-up is undertaken including the telephoning of those who have indicated a problem with our service. The Agency will also develop additional surveys targeted to specific markets particularly in the area related to those clients who utilize our data services.

WHAT WE DID

The format of the Customer Satisfaction Survey card was modified to reduce the work effort involved in the mail out of these cards. In addition, information on the survey card provided clients with an explanation of the two key areas of common concern identified from previous years returns

In the area of the Agency responsible for data services, rather than undertake formal customer surveys, senior staff undertook personal consultations with our data users. The feedback from these discussions allowed the Information Resource Management Branch to focus it activities on further refinements to the Data Warehouse Project (or

whatever VISTAs name of the week is) which will allow regular client users to become more self sufficient in meeting their vital statistics data needs.

WHAT THIS MEANS

As a result of clarifying the common areas of concern more time is available to investigate and respond to issues and problems experienced by our clients, allowing the Agency to identify areas in our processes where changes or improvements are required.

The Data Warehouse Project will allow clients to undertake their own analysis of the vital statistics data and staff of the Agency can then concentrate on performing specialized analysis and client support activities.

FUTURE PLANS

The Agency will continue to monitor the feedback from clients, address individual concerns identified, and work on maintaining the quality of service excellence currently being achieved by the Agency on an ongoing basis.

6.4.2. Data Standards and Quality/Edit Checks

WHAT WE PLANNED

The Agency plans to continue with its current activities directed toward data quality improvement through the life of this business plan.

WHAT WE DID

Weekly edit checks continued to be made of all key data elements collected by the Agency. Using these in-depth analysis reports, staff can concentrate their efforts on the problems so identified, and to undertake corrections in a timely fashion. Increased edit checking was implemented by pre-vetting documents for missing or apparently incorrect data. The requirement for improved and expanded reporting of underlying causes of death and birth anomalies was disseminated to physicians and coroners throughout the province.

WHAT THIS MEANS

Pre-vetting of documents, and direct liaison with hospital personnel, physicians and coroners has greatly reduced the error ratio on key data elements in vital events. The result is more accurate data available sooner for use both internally within the Agency and for our clients who use this data in their day to day work activities.

FUTURE PLANS

With the implementation of the new Data Warehouse, there will be expanded capabilities to use electronic edit checks to identify erroneous data and to highlight congenital anomalies. Work will be undertaken within the VISION

software to incorporate a number of the weekly edit elements, thereby integrating the checking and correction process into the daily activities of the staff in this area of responsibility.

6.4.3. Performance Measurements

WHAT WE PLANNED	The Agency will continue to utilize its information systems, surveys of customer comments and direct contact with both customers and service providers to continue to monitor performance. The Agency has developed detailed "goal posts" for all of its key business functions and has in place reporting mechanisms relative to each of these elements.
WHAT WE DID	The Agency continues to utilize all its existing measurement tools to assess Agency activities across the myriad of services provided. As new issues arise, detailed discussion is undertaken to identify appropriate goals and in turn associated measures against which these goals can be judged.
WHAT THIS MEANS	Overall the Agency has continued to meet and in most cases surpass the service and performance requirements that were set as targets for the staff providing client services. Additional performance measures have reinforced the continued efficiency of the operation of the Agency along with the maintaining of an overall very positive satisfaction level of our clients.
FUTURE PLANS	The Agency will continue to monitor its stated service and performance objectives to ensure that despite restricted resources, the stated goals are met on an ongoing basis. Where appropriate additional measures and goals will be developed and implemented to continue the service excellence philosophy of the Agency.

6.4.4. Enforcement/Offence Provisions

WHAT WE PLANNED	The Agency plans to continue, with consultation of legal counsel to enforce the offence provisions of the legislation to the extent possible.
WHAT WE DID	Through discussions with members of the Vital Statistics Council for Canada, the Agency has recognized and

promoted the importance and deterrence value of establishing enforceable offence provisions.

WHAT THIS MEANS

Recent worldwide terrorist threats have generated a heightened public awareness of issues surrounding security and in particular the importance and sensitivity of verifying identity documents.

It is important that the public's confidence in the integrity and security of the vital event registration and certification system be reinforced by the ability of the Agency to both establish and enforce reasonable and commensurate offence provisions.

FUTURE PLANS

Research work will be undertaken to develop a matrix of the offence provisions currently in place in the Provinces and Territories. Other Provinces and Territories will also be in a position to share their experiences relative to the usefulness of their offence provisions, which is expected to result in a strong set of recommendations in this area.

7. INFORMATION AND RESOURCE MANAGEMENT STRATEGY

The Director of Vital Statistics is mandated by sections 43 and 44 of the *Vital Statistics Act* to publish and distribute statistical information in the public interest respecting the contents of the Agency's registries and to publish an annual statistical report on vital events registered during the preceding calendar year. The Manager, Information and Resource Management Branch, directs several small niche groups, each with its own area of expertise, but with overlapping responsibilities in the overall development of research products, to meet this legislated obligation.

The groups fall into general categories responsible for:

- Data management,
- Medical Coding,
- Data Analysis,
- Data Dissemination; and
- Publication and Internet Services.

The major projects undertaken by these groups are documented on the following pages.

7.1. DATA WAREHOUSE PROJECT

WHAT WE PLANNED	Plans are to define and configure standard reports and implement end user access tools.
WHAT WE DID	The system configuration was refined and expanded for increased functionality, performance, and problem resolution. A number of Oracle Express databases and Express Analyzer "briefing" templates using standard summary data classification categories have been designed and implemented to meet general analysis and reporting requirements of internal users.
WHAT THIS MEANS	The transition from production of data and information products using hand written programs to production from VISTA end-user tools can commence. This shifts the focus on research away from programming oriented skill sets to data knowledge skill sets, broadening the efficiency of product generation.
FUTURE PLANS	The Agency plans to expand access to the data warehouse, initially, to a small group of approved external clients. System configuration will also be expanded to enable specialized types of data analysis. Configuration of the

Oracle Discoverer end-user tool for ad-hoc querying will proceed. The Agency will investigate the integration of mapping (GIS) software within the system. Health-related data from other sources will be incorporated where possible, to expand analysis capabilities.

7.2. MEDICAL CODING

WHAT WE PLANNED

In conjunction with the data analysis and dissemination groups, the medical coding group will continue to work on ICD-10 transition issues.

WHAT WE DID

The translation procedure for conversion of historical ICD-9 coded death data has been refined. Additional manual recoding of historical death data for several problem areas was completed. Assignment of ICD-10 codes to sets of cause of death categories that are commonly reported together was achieved.

WHAT THIS MEANS

More ICD-10 based cause of death classification categories are available to end-users for production of statistics that are consistent over time periods spanning the ICD-9 and ICD-10 versions.

FUTURE PLANS

This work will continue for at least another year, and will be broadened to include birth data and issues relating to the Health Status Registry.

7.3. DATA ANALYSIS AND DISSEMINATION

WHAT WE PLANNED

Now that the initial work has been done on ICD transition issues, the focus will be broadened to include birth data and issues relating to the Health Status Registry. There will also be a concerted effort to ensure the validity of our transition work. Current and future data products will be based on the ICD10 coding system.

WHAT WE DID

In concert with the updating of the classification system, the Agency is moving data analysis programming from the SAS programming suite to the new VISTA data warehouse suite. The major publication of this fiscal year was the publication of our 130th Annual Report, which employed this new system. This document is the first major publication that includes data analysis spanning the ICD-9/10 transition. Additionally the Agency has published:

- British Columbia Vital Statistics Agency, Ministry of health and Ministry Responsible for Seniors. (produced for the First Nations and Inuit Health

Branch, Health Canada). Regional Analysis of Health Statistics for Status Indians in British Columbia, 1991-1999, Birth Related and Mortality Summaries, British Columbia and Health Regions.

- British Columbia Vital Statistics Agency, Ministry of Health and Ministry Responsible for Seniors. Selected Vital Statistics and Health Status Indicators: One Hundred Twenty-Ninth Annual Report 2000.

- British Columbia Vital Statistics Agency, Ministry of Health and Ministry Responsible for Seniors. Health Status Registry Report, Congenital Anomalies, Genetic Defects, Selected Disabilities, British Columbia to 1998.

- British Columbia Vital Statistics Agency, Ministry of Health and Ministry Responsible for Seniors. Pregnancy Counts and Rates by Age Groups by Health Region, British Columbia, 1990/1991 to 1998/1999.

- British Columbia Vital Statistics Agency, Ministry of Health and Ministry Responsible for Seniors. Status Indian Pregnancy Counts and Rates by Age Groups by Health Region, British Columbia, 1991-1999.

- Foster, L.T., Shinto, M., and Wei, W. "The Use of Vital Statistics Data by a Social Policy Ministry – Revisited," Quarterly Digest, 11 (1), September, 2001.

- Kashaninia, Z., Marquette, M., and Fricke, S. "Amyotrophic Laterial Sclerosis (ALS or Lou Gehrig's Disease) Deaths in British Columbia to year 2000," Quarterly Digest, 11 (2), October, 2001.

- Kashaninia, Z. "Accidental Falls Mortality in British Columbia, 1990-2000," Quarterly Digest, 11 (3 & 4), May, 2002.

- Macdonald, J. and Armour, R. "The Impact of ICD-10 in Identifying, Coding, and UCOD Selection of

Cancer(s) on Death Records," Quarterly Digest, 10 (4), July 2001.

FUTURE PLANS — The data dissemination group will monitor the quality of its products as the new systems evolve to ensure its world-class quality and efficiency is maintained.

7.4. DESKTOP AND INTERNET SERVICES

WHAT WE PLANNED — The desktop and Internet services group will continue to support the Agency's publication requirements.

WHAT WE DID — This group coordinated the final presentation of all major publications of the Agency. The Vital Statistics Intranet was redesigned to accommodate the Ministry look and feel standards. Intrinsic in the design plan was a structure that enables our frequent users ease of access to required information while providing less frequent users with an easily mastered navigation system.

WHAT THIS MEANS — Having a single focal point for the creation of both electronic and traditional published material ensures a high standard of quality, consistency and efficiency.

FUTURE PLANS — The desktop and Internet services group will continue to support the Agency's publication requirements.

8. LABOUR RELATIONS STRATEGY

The British Columbia Government and Service Employees' Union (BCGEU) represents the majority of employees within the Agency, while the British Columbia Nurses' Union (BCNU) represents a small number of Community Nurses. Each of these parties have their rights and responsibilities outlined in collective and component agreements that are made available to them upon employment within the Public Service.

In accordance with Section 2 of the British Columbia Labour Relations Code, the Agency encourages co-operative participation between the employer and employees' representative unions in resolving workplace issues, adapting to changes in the economy, developing workforce skills and promoting workplace productivity. To encourage the timely implementation of these objectives, the Agency has secured a human resources manager to act as a conduit to address any issues and concerns between the employer and employees.

Specific goals attached to the maintenance of effective employee relations include:

- the responsible provision of collective agreement interpretation to all employees;
- the timely resolution of all grievances at Step 1 of the grievance process;
- the maintenance of strong working relationships with Union representatives;
- establishing a balance between corporate goals and employee well-being; and
- the ongoing requirement for clear lines of communication between the parties.

The Agency continues to follow the Labour Relations principles as described above in fiscal 2000/2001.

9. TRAINING AND DEVELOPMENT STRATEGY

WHAT WE PLANNED	The Agency planned to create an environment of continuous learning by keeping current with new ideas and technology and by aligning individual training needs with corporate and departmental strategic plans.
WHAT WE DID	To meet this goal, the Agency created a dedicated internal training position in the 2000/2001 fiscal year that would manage the design, development and evaluation of program specific training unavailable through other resources. Due to new budget targets, the Agency did not continue this initiative.
WHAT THIS MEANS	The Agency will be required to address outstanding requirements through existing training resources where possible.
FUTURE PLANS	The Agency will employ the services of external vendors as required to meet specific program training needs and obtain generic training needs through the new central government organization.

10. INFORMATION TECHNOLOGY STRATEGY

The role of the Information Technology group is to improve and maintain the quality of operational and management information available to the Vital Statistics Agency and to enable new and innovative business solutions through effective computer-based technology. This includes: recommending standards related to data application systems and technology; the review and application of Ministry and Government prescribed standards and plans; developing and maintaining application systems; deploying technology; operating computers and networks; and monitoring system assets and expenditures. A Systems Manager oversees this Branch.

During fiscal 2001/2002, the IT group maintained the major mission-critical operational system for the entire Agency (VISION) along with several smaller applications for specific areas (Funeral Home system, Marriage Licence Issuer system, VSTATS (the Agency's internal business information database), and controlled Paper Stock tracking). In this time period, the IT group worked on;

- 1,347 System Action Requests (SARs) related to business application and security requests,
- a further 197 SARs related to network and hardware requests, and
- 562 Change Requests (CRs) where changes were made to the business application systems.

10.1. VISION ENHANCEMENTS

10.1.1. Loading Historical Data

WHAT WE PLANNED	The Agency plans to repair any damaged or incorrect data that appears on the index of vital event fields.
WHAT WE DID	We investigated the possibility of using old computer files to update VISION. This turned out to be not economically practical.
WHAT THIS MEANS	VISION is missing key birth data elements from events between the years 1916 and 1929.
FUTURE PLANS	Based on funding priorities, the birth registrations from 1916 to 1929 will be data entered and loaded into VISION.

10.1.2. VISION Marketing

WHAT WE PLANNED	The Agency plans to continue marketing VISION, in cooperation with its private sector marketing partner, to other American states and Canadian provinces and territories. In addition, other countries and the United Nations continue to express interest.

WHAT WE DID	During fiscal 2001/2002, the agency through its U.S. based marketing partner, entered into an agreement with Pennsylvania and was actively working on an agreement with the City of New York.
WHAT THIS MEANS	These sales continue to demonstrate the recognized capabilities of the VISION product developed by the Agency and provides a source of government revenue leveraging BC-developed assets to support programs for BC residents.
FUTURE PLANS	The Agency plans to continue marketing VISION to other American states.

10.1.3. VISION Upgrade

WHAT WE PLANNED	The Agency will continue to upgrade the development environment and database, both to maintain currency and to provide for future growth.
WHAT WE DID	An interface to the VSA Data Warehouse was created and some additional data capacity was added.
WHAT THIS MEANS	VISION continues to provide for future growth.
FUTURE PLANS	Continue to upgrade the database as the software platform (ORACLE) evolves and create the capability to have VISION available 24 hours a day, 7 days a week for use both internally and by designated clients (example Passport, Immigration, etc.).

10.1.4. Financial Audit and Reporting

WHAT WE PLANNED	The Agency plans to perform enhancements similar to what was done in fiscal 2000/2001 for financial reports and Rush Fees on the accounting and cash out functions.
WHAT WE DID	As there was no specific business functions which required change, additional enhancements were not required at this time.
WHAT THIS MEANS	No activity occurred during fiscal 2001/2002.
FUTURE PLANS	None. This activity has met all currently stated objectives.

10.1.5. Character Set Enhancement

WHAT WE PLANNED	The Birth Registration form will be re-designed to allow parents to record their child's name in their native language. A certified photocopy of this registration will be made available when a Birth Certificate is requested.
WHAT WE DID	During the fiscal year, business analysis determined that there was not specific demand for this enhancement.
WHAT THIS MEANS	At present, client needs are being met with current system capabilities.
FUTURE PLANS	At such time when a request is received from the public, the possibility of adding this enhancement to the system will be reviewed.

10.1.6. Asset Inventory

WHAT WE PLANNED	The computer asset inventory will be reconciled. Future purchases and dispositions will be accurately tracked.
WHAT WE DID	Almost all inventory records were reconciled and all remaining differences were identified. In addition, all new purchases and acquisitions are being tracked in the asset tracking system.
WHAT THIS MEANS	The VSA asset inventory is being accurately recorded and tracked.
FUTURE PLANS	The project will be formalized and expanded to include a computer asset management application based on business priorities.

10.1.7. Security Access Tracking

WHAT WE PLANNED	Amalgamate the tracking and monitoring of all technology-related access into a central repository.
WHAT WE DID	Data was collated on the kinds of access that the VSA administers and who held what particular access rights. In addition, we began to identify specific access profiles that would form the foundation for an overall security access matrix.
WHAT THIS MEANS	We will be able to streamline the approval process and clarify the authorization process for system access.

FUTURE PLANS	The project will be formalized and expanded to include the business processes involved in granting security access.

10.1.8. Enhancements to the Public Internet and VSA Intranet Sites

WHAT WE PLANNED	This was a new project identified and initiated during the current fiscal year.
WHAT WE DID	Additional data and search capabilities were added to the Agency's Public Internet and VSA Intranet sites. In addition several enhancements were added to the system that maintains the data for those sites.
WHAT THIS MEANS	Both the public and Agency personnel will have faster access and more accurate information better suited to the individual requirements of these clients.
FUTURE PLANS	The VSA will continue to review the capabilities of the Public Internet and Ministry Intranet sites and modify them as appropriate to identified business requirements.

10.2. NATIONAL VITAL EVENTS DATA CAPTURE AND ROUTING SYSTEM

WHAT WE PLANNED	The project is under review and future direction will be dependent on appropriate funding for the project.
WHAT WE DID	The scope was expanded to include 3rd party stakeholders who are interested in verifying vital events. We reviewed the technology and created cost estimates and a project plan.
WHAT THIS MEANS	Providing additional data to 3rd party stakeholders will assist them in identifying potential situations involving identity fraud.
FUTURE PLANS	The Canadian Vital Statistics Council is seeking federal and provincial funding which will allow this project to move forward to the next stage.

10.3. EXPANSION OF ACCESS TO VISION

10.3.1. Government Agent (GA) Access

WHAT WE PLANNED	In 2001/2002, the Agency plans to continue the work to allow entry of AFS's and printing of certificates in the GA offices.

WHAT WE DID	The Agency continued to support the Government Agents by modifying system access to reflect additions, changes and deletions to GA staff in individual offices. Heightened security requirements have impacted the ability to distribute this initiative.
WHAT THIS MEANS	All Government Agents continue to have access to the Vital Statistics Services Inquiry function.
FUTURE PLANS	The Agency will continue to support the Government Agents, both as their staff changes and as additional functionality is identified as within scope of the business partnership with GA offices.

10.3.2. Funeral Home Access

WHAT WE PLANNED	The Agency plans to have a Funeral Home pilot site installed and running during fiscal 2001/2002.
WHAT WE DID	A prototype was developed and presented at the Sprint 2002 Conference of the Funeral Service Association of B.C.
WHAT THIS MEANS	For the Funeral Homes using the proposed product offering, registrations will always use the latest edits and they will no longer have to load and use the MS-Access system. For the VSA, we will have immediate access to death registrations without incurring offsite keying costs.
FUTURE PLANS	When a pilot site is selected, development and tuning will continue using feedback from both the user community and Agency staff.

10.3.3. Electronic Notice of Birth and Request for a PHN

WHAT WE PLANNED	This was a new project identified and initiated during the current fiscal year.
WHAT WE DID	A pilot project was initiated with BC Children's Hospital/BC Women's Hospital and Health Centre in Vancouver, which included development of the Project Initiation Document and detailed business analysis of the functional requirements.
WHAT THIS MEANS	This project will assist the hospitals in supplying the Notice of Birth information to the Vital Statistics Agency within the required statutory 48-hour period. It will also maintain or increase the level of data quality of the Notice of Birth

	and establish a Personal Health Number (PHN) for the newborn as soon after the birth as possible.
FUTURE PLANS	The Agency will continue to work with the pilot hospitals to further refine the business requirements for the working system.

10.4. DATA WAREHOUSE (VISTA)

WHAT WE PLANNED	The Agency plans to have the development and implementation of VISTA completed in 2001/2002.
WHAT WE DID	An Oracle Data Warehouse was implemented on March 31, 2002.
WHAT THIS MEANS	The Data Warehouse will provide a more systematic approach for managing data and providing information.
FUTURE PLANS	All operational activities and technical components will be fully documented so that in-house staff will be able to maintain the system. Identified business enhancements will be documented and schedules for the development of these requirements will be undertaken

10.5. RELEASE OF HISTORICAL VITAL EVENT RECORDS

WHAT WE PLANNED	In 2000/2001, the BC Archives web site was modified to support a "shopping basket" for the sale of digital images of those Birth, Marriage and Death registrations which have been released to the public. Revenue generated from these sales will be used to complete the digital imaging of records contained on the web site.
WHAT WE DID	No new digital images were added to the web site in fiscal 2001/2002.
WHAT THIS MEANS	Persons wishing to purchase death and marriage registrations for the period 1872 to 1923 for events occurring in the Province of British Columbia are able to do so using the Internet. The service has been very popular with those undertaking genealogical research as they are able to receive their requests in an automated basis regardless of where they live, provided they have Internet access.
FUTURE PLANS	Review work is being undertaken to determine the viability of using "one off" scanning of images to allow all released records (births 1872 to 1901, marriages 1872 to 1926, and deaths 1872 to 1981) to be made available through the

Internet. During fiscal 2002/2003, the Agency expects to finalise details of this expanded offering.

10.6. INTERNATIONAL CLASSIFICATION OF DISEASES – VERSION 10 (ICD-10)

WHAT WE PLANNED	As revisions to the International Classification of Diseases are released, work will continue to maintain all statistical data at the latest revision.
WHAT WE DID	The Agency updated from PC-Micar to SuperMicar (the computer system used to analyze and identify the recognized cause of death for an individual) since the National Centre for Health Statistics (NCHS) no longer supports PC-Micar.
WHAT THIS MEANS	Medical coders can now enter medical text directly instead of interpreting it to conform to the relative inflexibility of PC-Micar.
FUTURE PLANS	The Agency will continue to update SuperMicar as revisions become available and will make any changes necessary to VISION and the Data Warehouse to accommodate these updates.

10.7. IMPACTS OF SEPTEMBER 11, 2001

10.7.1. Investigation of the Effects from the 9/11 Terrorist Attack

WHAT WE PLANNED	This was a new project identified and initiated during the current fiscal year.
WHAT WE DID	Detailed business analysis was undertaken to identify all changes which may be required because of the enhanced security measures and identification requirements resulting from the terrorist attack on New York City, along with their cost pressures on the Agency.
WHAT THIS MEANS	The Agency will be in a better position to meet the requirements of Provincial, Federal and International regulations as they are enacted as a result of the attack.
FUTURE PLANS	This investigation is concluded; however, the results spawned several projects that will continue into the next fiscal year and beyond.

10.7.2. Strong Birth Certificate

WHAT WE PLANNED	This was a new project identified and initiated during the current fiscal year.

WHAT WE DID	A project was initiated to enhance the requirements for obtaining a Birth Certificate and the tracking of certificates, both before and after delivery to the customer.
WHAT THIS MEANS	Outside agencies will have more confidence that the document presented is a valid document. The general public may be required to provide additional information in order to obtain a BC Birth Certificate.
FUTURE PLANS	This project is still at the feasibility stage, and will require further cost impact and risk assessment analysis.

10.7.3. Passport Office Validation

WHAT WE PLANNED	This was a new project identified and initiated during the current fiscal year.
WHAT WE DID	A pilot project was initiated to allow the Canadian passport offices to verify electronically that a BC Birth Certificate, presented as part of the Passport application process, is both a valid birth certificate and relates to the person applying for the passport.
WHAT THIS MEANS	The Passport office will be able to confirm the validity of any BC Birth Certificate presented to them and thus prevent identity theft using Canadian Passports from occurring.
FUTURE PLANS	The pilot project will be implemented and assessed during fiscal 2002/2003 and, if found feasible, will potentially be rolled out to all passport offices during fiscal 2003/2004.

10.7.4. Change of Name Criminal Record Check

WHAT WE PLANNED	This was a new project identified and initiated during the current fiscal year.
WHAT WE DID	All changes of name are now reported to the RCMP for them to do a criminal record check. In addition, legislation changes will be requested to allow the agency to collect fingerprints so that criminal record checks can be done using fingerprints as well as the other identity components (name, birth date, birth place).
WHAT THIS MEANS	A person's criminal record will be maintained even if they change their name.

FUTURE PLANS

In fiscal 2002/2003, the Agency will modify its processes and system to ensure that fingerprints are sent to the RCMP for criminal record checks.

11. COMMUNICATIONS STRATEGY

WHAT WE PLANNED	The Agency continues to exercise its option to internally manage communication issues that are specifically addressed and pre-approved in the Agency's business plans.
WHAT WE DID	The Agency has in-house technical staff members who are well versed in graphic design and pre-production layout work that follows the Agency's, the Ministry's and the BC Government's graphic design standards for conventional and Internet publication.
FUTURE PLANS	The Agency will continue to use the expertise of the Ministry's Communication Branch in a number of important areas. The Agency handles most day-to-day media requests for standard statistical information; however, the Ministry's Communication Branch will be consulted in all press releases and media-related or sensitive issues. The Branch is also consulted for valuable counsel in all new external communication initiatives.

12. HEALTH STATUS REGISTRY

12.1. MULTI-USER INTERFACE

WHAT WE PLANNED	Further efficiency in data access and maintenance will be achieved by converting the database to a true client server model using Oracle software.
WHAT WE DID	A preliminary study of the business needs of this function was completed and recommendations were presented to management. A course of action, which includes the porting of the existing single user Microsoft Access database to a multi user Oracle database, was selected. The VISTA data warehouse tool set will be used for data analysis.
WHAT THIS MEANS	When implemented, the system will have expanded capability to allow several users simultaneous access to edit and extract data for analysis. The VISTA reporting tool will enable fast data extraction and analysis for both standard reports and ad hoc querying.
FUTURE PLANS	The Agency will continue work on system enhancements and the implementation of the Oracle/VISTA solution.

12.2. ICD-10 CODING

WHAT WE PLANNED	Strategies that recognise subtleties between the code alignment in the two systems must be implemented to take full advantage of the ICD-10 conversion project.
WHAT WE DID	Data analyses models have been set up to map the ICD-9 codes to ICD-10 codes.
WHAT THIS MEANS	Data from the Health Status Registry are still restricted to either ICD-9 or ICD-10; however, comparable analysis can be done over time through the use of mapping algorithms.
FUTURE PLANS	There are no plans to recode historical data.

12.3. NEW DATA SOURCES

WHAT WE PLANNED	The HSR will continue to pursue data sources and processes to facilitate the inclusion of all incidences of conditions relevant to the HSR.
WHAT WE DID	Senior Agency Researchers have established ongoing relationships with national and international groups including the Canadian Congenital Anomalies Surveillance

	Network (CCASN) and the International Clearinghouse for Birth Defects Monitoring Systems (ICBDMS). This latter group has accepted the British Columbia Vital Statistics Agency as a full member, the first Canadian organization accorted this priviledge. Work on fetal alcohol syndrome (FAS) has also led to a close liaison with the Asante Centre for FAS
WHAT THIS MEANS	The BC Health Status Registry has proven to be a leader in the surveillance of birth anomalies on the national and international scene. The HSR's work on FAS supports the Ministry's work on mitigating effects of this condition.
FUTURE PLANS	The HSR will continue to pursue initiatives to maintain the quality and comprehensiveness of its database.

12.4. DATA ANALYSES

WHAT WE PLANNED	The HSR plans to release Annual Reports and Feature Reports highlighting the incidence of specific birth conditions on a regular basis.
WHAT WE DID	An Annual Report of the Registry including data up to 2000 is in the late stages of preparation and will be released early in the next fiscal year.
FUTURE PLANS	The Registry will continue providing reports and database updates to its partner agencies

13. VITAL STATISTICS COUNCIL FOR CANADA

13.1. DESCRIPTION

The Vital Statistics Council for Canada is a partnership between all provincial and territorial government departments of vital statistics in Canada partner and Statistics Canada to whose purpose is to ensure standard methods of collecting, compiling and publishing vital statistics. Council also facilitates the exchange vital event data between provinces, territories and the federal governments, enables the compilation of vital statistics at the national level and serves as an advisory body to provincial/territorial registrars and the Health Statistics Division of Statistics Canada.

13.1.1. Key Business Functions

- organise an annual inter-jurisdictional forum to discuss issues around registration and certification of births, deaths, marriages, stillbirths and changes of names;
- facilitate sharing, exchange and retention of information, data and research between jurisdictions;
- discuss, with a view to achieving common approaches and uniformity where appropriate, the forms and certificates being used, the governing legislation, the procedures and format of the transfer and receipt of national and provincial/territorial data to/from Statistics Canada;
- liaise with all groups of service providers (e.g. physicians, coroners, funeral directors, law enforcement agencies, lawyers, notaries, etc.);
- liaise with other federal and provincial government departments, including the Passport Office, Family Allowance, and Social Services;
- support and achieve a synergy of a national data base; and
- liaise with US counterparts.

13.2. MEMBERSHIP AND PARTICIPATION

WHAT WE PLANNED	Agency plans included maintenance of its role as an active member of Council and participation on many committees of Council. In addition the Agency will provide resources in support of Council activities where possible.
WHAT WE DID	The Agency Deputy Director/SFO represented the Province on Council and sat on the Council Executive Committee as Acting Past Chair through fiscal 2002. The Director represented the province prior to fiscal 2002. Prior to fiscal 2002 Agency staff were involved in the following committees and activities;

- Committee on Electronic Birth and Death Registration;
- Data Standards and Quality Sub Committee;
- Certificate and Security Sub Committee;
- Legislation, Freedom of Information and Forms;
- Confidential Change of Name; and
- Adoption Information Committee.

During fiscal 2002 Agency staff were involved in the following committees;

- Security Committee;
- Registration Processes Committee;
- HRDC Negotiations Committee;
- National Routing System Project Committee;
- Website Sub-Committee

During fiscal 2002 Agency staff provided support to Council activities by;

- Providing management for the National Routing System Project and participation on the project team;
- Providing editorial services and production support for Vital news the Coucil quarterly newsletter;
- Hosting the meeting of the Security Committee, providing editorial services in the preparation of the Committees report and providing access to stakeholders by Security Committee members by involving them in the two BC Vital Statistics Security Workshops;
- Providing support to the HRDC Negotiations Committee;
- Managing the operation of the Council website.

WHAT THIS MEANS

By participating and supporting a national system of vital statistics the Agency minimizes the burden of data collection on the public at large while assuring the collection of the best quality of internationally compatible vital event data. The high level of participation by the Agency ensures that the province can effectively influence national level decisions on a broad spectrum of vital statistics related issues.

FUTURE PLANS

The Agency will continue to support the Vital Statistics Council for Canada and its strategic initiatives as defined in its Strategic Business Plan and its Technical Plans as defined in its Information and Systems Plan. Year to year activities outlined in its Annual Business Plan will be integrated into the activities of the Agency.

APPENDIX A: EXPENDITURE DETAIL 2001/02

STOB		BUDGET 2001/02	ACTUAL 2001/02	VARIANCE 2001/02
50	**SALARIES**	**4,058,000**	**4,125,933**	**(67,933)**
	BASE SALARIES	4,008,000	4,081,966	(73,966)
	OVERTIME	20,000	22,533	(2,533)
	LUMP SUM	30,000	21,434	8,566
51	**SUPPLEMENTARY SALARIES**	**50,000**	**33,384**	**16,616**
52	**EMPLOYEE BENEFITS**	**840,000**	**839,764**	**236**
57	**TRAVEL**	**55,000**	**58,172**	**(3,172)**
60	**PROFESSIONAL SERVICES**	**25,000**	**24,605**	**395**
	PROFESSIONAL SERVICE CONTRACTS	15,000	19,705	(4,705)
	ADVISORY CONTRACTS	10,000	4,900	5,100
63	**INFORMATION SYSTEMS**	**1,029,000**	**1,058,858**	**(29,858)**
	DATA ENTRY	128,000	114,087	13,913
	HISTORICAL DATA ENTRY	0	0	0
	DOCUMENT IMAGING	0	0	0
	INFORMATION SYSTEMS SUPPLIES	4,000	45,605	(41,605)
	NETWORK AND WORKSTATION SUPPORT	186,000	186,000	0
	INFORMATION SYSTEMS CONSULTING	267,500	169,783	97,717
	OTHER PROCESSING	0	0	0
	VOICE/FAX TELECOMMUNICATIONS	260,000	241,418	18,582
	CELL TELEPHONES	5,000	7,468	(2,468)
	NETWORK CHARGES	14,000	15,857	(1,857)
	MINOR HARDWARE AND SOFTWARE	10,000	14,403	(4,403)
	SOFTWARE LICENCES	87,500	85,513	1,987
	HARDWARE MAINTENANCE AGREEMENT	67,000	86,081	(19,081)
	SYSTEMS HARDWARE LEASES	0	40,009	(40,009)
	RECOVERABLE INFO SYSTEMS	0	52,634	(52,634)
65	**OFFICE AND BUSINESS EXPENSES**	**555,000**	**552,389**	**2,611**
	OFFICE EXPENSES - GENERAL	25,000	15,886	9,114
	OFFICE SERVICES	0	2,273	(2,273)
	TRAVEL – NON GOVT EMPLOYEE	0	1,229	(1,229)
	WAREHOUSING	19,000	0	19,000
	PRINTED MATERIALS	80,000	102,388	(22,388)
	OFFICE STATIONARY AND SUPPLIES	25,000	32,548	(7,548)
	MINOR FURNITURE	20,000	25,767	(5,767)
	POSTAL SERVICES	240,000	225,348	14,652
	PHOTOCOPIERS	17,000	0	17,000
	COURIER SERVICES	69,000	71,314	(2,314)
	OFFICE SERVICE CONTRACTS	0	(721)	721
	BOOKS, TECHNICAL JOURNALS & SUBSCRIPTIONS	0	3,507	(3,507)
	TRAINING	35,000	46,721	(11,721)
	BUSINESS EXPENSES	5,000	6,658	(1,658)
	PROFESSIONAL ALLOWANCES & MEMBERSHIP DUES	0	2,617	(2,617)

RECOVERABLE – FORMS	20,000	16,854	3,146

Expenditure Detail 2001/02 (cont'd)

STOB		BUDGET 2001/02	ACTUAL 2001/02	VARIANCE 2001/02
68	**STATUTORY NOTICES**	**108,000**	**126,382**	**(18,382)**
	CHANGE OF NAME ADVERTISING	82,000	104,909	(22,909)
	ANNUAL REPORT	24,000	21,473	2,527
	OTHER	2,000	0	2,000
69	**UTILITIES/MATERIALS/SUPPLIES**	**27,000**	**63,000**	**(36,000)**
	MICROFILMING	27,000	62,751	(35,751)
	OTHER	0	249	(249)
70	**OPERATING EQUIPMENT AND VEHICLES**	**26,000**	**4,222**	**21,778**
	NON-VEHICLE	13,000	835	12,165
	VEHICLE LEASE	6,400	(205)	6,605
	VEHICLE OPERATION	0	0	0
	VEHICLE OTHER	6,600	3,592	3,008
73	**AMORTIZATION EXPENSE**	**479,000**	**510,541**	**(31,541)**
	INFORMATION SYSTEMS	391,500	424,442	(32,942)
	OFFICE FURNITURE	75,200	74,017	1,183
	SPECIALIZED EQUIPMENT	12,300	12,082	218
75	**BUILDING OCCUPANCY CHARGES**	**562,000**	**576,918**	**(14,918)**
	VICTORIA	374,000	380,191	(6,191)
	VANCOUVER	65,000	71,920	(6,920)
	KELOWNA	62,000	41,040	20,960
	PRINCE GEORGE	41,000	34,455	6,545
	RENTAL - WAREHOUSE	0	15,102	(15,102)
	LEASEHOLD IMPROVEMENTS	20,000	34,210	(14,210)
77	**GRANTS**	**18,000**	**42,500**	**(24,500)**
	GRANTS TO UNIVERSITIES	18,000	42,500	(24,500)
80	**CONTRIBUTIONS**	**56,000**	**22,992**	**33,008**
	DISTRICT REGISTRAR ANCILLARY FEES	48,000	0	48,000
	SERVICE PROVIDERS	5,000	22,993	(17,992)
	INTEREST AND OTHER EXPENSES	**0**	**527**	**(527**
	INTEREST CHARGES	0	26	(26)
	OTHER EXPENSES	0	501	(501)
	GROSS APPROPRIATED EXPENDITURES	**7,888,000**	**8,040,187**	**(152,187)**
88	**INTERNAL RECOVERIES**	**(278,000)**	**(482,349)**	**204,349**
	SOCIAL SERVICES MINISTRIES	(255,000)	(371,700)	116,700
	OTHER MINISTRIES	(23,000)	(110,649)	87,649
89	**RECOVERIES - EXTERNAL**	**(407,000)**	**(509,395)**	**102,395**
	FEDERAL GOVERNMENT	(132,000	(116,855)	(15,145)
	ADOPTIONS	(30,000)	(36,300)	6,300
	COMMEMORATIVES	(120,000)	(151,950)	31,950
	GENEALOGY	(100,000)	(131,300	31,300
	RESEARCH	(20,000)	(49,354)	29,354
	OTHER	(5,000)	(23,636)	18,636

NET APPROPRIATED EXPENDITURES	7,203,000	7,048,444	154,557

Expenditure Detail 2000/01 (cont'd)

STOB	BUDGET 2001/02	ACTUAL 2001/02	VARIANCE 2001/02
CAPITAL ACQUISITIONS			
MAINFRAME AND MINI HARDWARE	160,000	159,999	1
PC AND PERIPHERAL HARDWARE	140,000	162,704	(22,704)
MAINFRAME AND MINI SOFTWARE	183,000	151,866	31,134
PC SOFTWARE	35,000	4,374	30,626
OPERATING EQUIPMENT	5,000	0	5,000
OFFICE FURNITURE AND EQUIPMENT	20,000	14,606	5,394
VEHICLES	0	0	0
TOTAL CAPITAL ACQUISITIONS	**543,000**	**493,549**	**49,451**

APPENDIX B: BRITISH COLUMBIA VITAL STATISTICS AGENCY FISCAL 2000/01 BUSINESS PLAN TO RESTATED ESTIMATES RECONCILIATION

		Business Plan Fiscal 01/02 Budget	Additions		Reductions		Restated Estimates Fiscal 01/02 Budget
50	Base Salaries	3,926,075	132,000	B	75	A	4,058,000
51	Supplementary Salaries	40,000	10,000	C			50,000
52	Employee Benefits	824,476	49,000	C	33,476	D	840,000
57	Travel	55,000					55,000
60	Professional and Advisory Services	34,000			9,000	C	25,000
63	Information Systems	926,000	103,000	C			1,029,000
65	Office and Business Expenses	555,300			300	A	555,000
	Office Furniture	20,000			20,000	E	
68	Statutory Notices	108,000					108,000
69	Utilities/Materials/Supplies	53,100			100	A	53,000
73	Amortization Expense	581,911	89	A	103,000	C	479,000
75	Building Occupancy Charges	561,500	500	A			562,000
76	Grants	17,500	500	A			18,000
78	Contributions	55,600	400	A			56,000
88	Internal - Recoveries	-277,600	-400	A			-278,000
89	Recoveries - External	-407,235			-235	A	-407,000
Total		7,073,627	295,089		165,716		7,203,000
FTE		97					97
	ASSET ACQUISITIONS						
	Special Equipment Acquisitions	5,000					5,000
	Furn & Equip Acquisitions	-	20,000	E			20,000
	Information Systems Acquisitions	363,000	155,000	F			518,000
	TOTAL ASSET ACQUISITIONS	368,000	175,000				543,000

OPERATING SUMMARY					
Salaries and Benefits	4,790,551	191,000		33,551	4,948,000
Operating Costs	2,894,811	103,589		132,400	2,866,000
Grants and Contributions	73,100	900		0	74,000
Recoveries	-684,835	-400		-235	-685,000
	7,073,627	295,089		165,716	7,203,000

A - Adjustments required to round major classifications to the nearest $1,000.

B - $132,000 increase in salaries is comprised of: a) General salary increase $80,000; b) IT salary increase $10,000; c) reallocation from other STOBs to offset prior years position reclassifications $42,000.

C - Adjustments to reallocate existing funds between STOBs to address changing spending priorities.

D - $33,476 reduction represents 476 in a rounding reduction and $33,000 as the net result of government wide pension adjustments between fiscal 2000/2001 (reduced by $148,000) and fiscal 2001/2002 ($115,000 reinstated).

E - $20,000 Operating Budget reduction resulting from the removal of office furniture as an expense and its establishment as a capital item.

F - Increase capital funding required to provide authorization for capital acquisitions associated with the data warehouse project.

APPENDIX C: STATUS REPORT ON FLEXIBILITY POLICIES

As part of establishing Vital Statistics as a Special Operating Agency, Treasury Board granted a number of policy flexibilities to the new Special Operating Agency. The original flexibility policies are located in the Agency Framework Agreement signed March 14, 1996. As a result of excellent performance in the first three years as a SOA, Treasury Board agreed to the negotiation of additional flexibilities during the period of the 1999-2004 Business Plan.

C.1 APPROPRIATION CONTROLS

C.1.1 Expenditure Carryovers

The Agency has realised operating budget surpluses in each year since its establishment as a SOA in fiscal 1996/1997. The accumulated operating surplus since implementation of the S0A including the fiscal 2001/2002 surplus of $154,557 is $1,287,049. As the Agency has continued to reduce its budget while at the same time generating surpluses, future cost pressures, especially as they relate to capital replacement may result in the need to access this flexibility.

C.1.2 Multi-year Budgeting

Informally, the Agency and Treasury Board staff have effectively invoked this flexibility through the establishment of the spending plans in the business plan. It has been agreed that spending undertaken to meet business plan objectives, within context of the total annual appropriation, is an acceptable implementation of this flexibility given present legislative constraints. Due to the recent implementation of capital budgeting policies by government, the need to establish mechanisms to ensure flexibility in the timing of capital acquisitions are required to ensure effective and efficient management of capital acquisitions over multiple fiscal years. Government adoption of multi-year service plans and targets may result in this flexibility being redundant as government adopts a multi-year budgeting process.

C.1.3 Spending of Recoveries Above Estimates

Although the Agency realised significant recoveries above estimates in each of the last six fiscal years it has to date been unable to fully access this flexibility. This has been due partially to the Agency's desire to operate within the "spirit" of government restraint initiatives and the absence of a process to access surpluses from prior years. (The extent of recoveries above estimates may not be recognised until close to the end of the fiscal year when little or no time is available to initiate projects utilising these funds). Establishment of a mechanism to access prior year's expenditure carryovers will facilitate full access to this flexibility.

C.1.4 Exemption from Expenditure Restraint Exercises

With the establishment of the Agency as an independent financial accounting entity and placement of out of province travel plans in its annual Business Plan the Agency has fully implemented this flexibility. The Agency recognises the need for restraint and as a result continues to operate in the spirit of restraint during periods of cross government restraint exercises.

C.2 ACCOMMODATION

C.2.1 Authority to Implement Accommodation and Major Project Plans Approved in the Business Plan

The Agency has the authority to implement accommodation and Major Project plans approved in the Business Plan. This flexibility was implemented in fiscal 1996/1997 in order to reduce space requirements in the Vancouver Regional office in compliance with the 1996/1997 Business Plan. These plans were fully implemented in fiscal 1997/1998. There has been no requirement to undertake major accommodation projects since.

C.2.2 Authority to Contract With B.C.B.C. or a Private Company

The Agency has the authority to contract with B.C.B.C. or a private company. As partners, B.C.B.C. representatives and the Agency continue to analyse lease options, overhead and maintenance agreements to determine if cost savings can be identified.

Experience to date indicates that B.C.B.C. continues to be committed to working directly with and maintaining a good working relationship with the Agency.

C.3 ADVERTISING AND PUBLICATIONS

C.3.1 Communications Plan

With the support of Treasury Board the Agency may negotiate agreements and obtain pre-approval of a communications plan and budget from the Government Communications Office. This flexibility has been fully implemented as it applies to Vital Statistics operations under complete control of the Agency.

C.3.2 Control of Communications Activities

The Agency is authorized to have direct control of communications activities, commitments and expenditures as outlined in the annual communications plan. This flexibility has been fully implemented.

C.4 AGREEMENTS WITH OTHER GOVERNMENTS

The Agency has fully implemented its authority in negotiating and signing all intra and inter governmental agreements to which the Agency is party. Data access and recovery agreements have been struck with numerous provincial and federal ministries as well as vital statistics organisations in other provinces. The Agency is currently pursuing the possibility of providing vital statistics systems services for other Canadian provinces.

C.5 CAPITAL EXPENDITURES

The Agency had implemented full authority over capital expenditures less than $250,000 prior to the implementation of the government's new accounting and budgeting policies for capital. At present, Treasury Boards capital budgeting policies conflict with the continued use of this flexibility. The Agency has identified the need to work with Treasury Board Staff to establish a

method of re-implementing this flexibility within the context of the new capital policies. This issue may be raised during fiscal 2002/2003. With the exception of systems development, specifically on the data warehouse project, no capital expenditures exceeding $250,000 were included in the Business Plan or undertaken in fiscal 2001/2002.

C.6 INFORMATION TECHNOLOGY

C.6.1 Systems Expenditures

The flexibility authorises the Agency to spend up to $1 million and up to 10% above amounts identified in the Business Plan as planned expenditures. The authority of the Agency to take advantage of this flexibility is now fully recognised by the Ministry. This flexibility has been fully implemented.

C.6.2 Development of Cost Effective Systems Solutions

As a result of the Agency's ability to develop its own systems solutions the Agency has been able to attain and exceed its spending reduction targets over the past four fiscal years. The Agency continues to work with ITSD and other ministries to develop innovative solutions applicable to other organisations as part of its systems development projects.

C.7 MACHINERY, EQUIPMENT, LAND, BUILDINGS AND WORKS

The Agency is authorized to purchase or lease machinery and equipment up to a cost of $1 million if any item over $250,000 is included in the Business Plan. There has been no requirement to exercise this flexibility to date.

C.8 SERVICE CONTRACTS/CONTRACT MANAGEMENT

The Agency has the authority to enter into service contracts up to $250,000, provided contracts are tendered using government policy. All contracts entered into by the Agency in 2001/2002 were less than $250,000. The Agency tenders and manages its own contracts and receives assistance from the Purchasing Commission at the Agency's request.

C.9 STAFFING LIMITS

The Agency is permitted access to the Government's Corporate FTE complement for additional FTE requirements that are related to unanticipated volume demands. The Agency has not been required to use this access as it has been under its FTE budget in all fiscal years since this flexibility was granted.

C.10 VEHICLE MANAGEMENT

The Agency is authorized to enter into its own vehicle management and leasing program. The Agency continued to manage its own vehicles throughout 2001/2002 although leases were contracted through the Ministry. The Agency would derive no benefit by opting out of Government fleet lease.

C.11 PAYMENTS BASED ON CONTRIBUTIONS

The Agency has authority to approve grants to a maximum of $250,000 on a per item basis, and up to $1 million if detailed in the Business Plan. There were no grants in excess of $250,000 in 2001/2002.

C.12 PURCHASE OF MATERIAL

The Agency has the authority to negotiate with the Purchasing Commission or to purchase through independent suppliers. The Agency has worked with the Purchasing Commission on purchases of major items and only exercised independent authority for minor items where it has been established that it is cost effective to do so.

C.13 SALES OF SURPLUS ASSETS

The Agency has the ability to contract asset disposal with either the Purchasing Commission or with the private sector with revenue to be directly returned to the Agency. Based on a limited amount of equipment identified as surplus and due to Ministry needs, the Agency has continued to ship surplus equipment to the Ministry for redistribution.

C.14 MICROGRAPHIC SERVICES AND EQUIPMENT

The Agency has authority to purchase micrographic services and equipment up to $500,000 but the Agency's purchase of micrographic services and equipment did not exceed $18,000 for the 2001/2002 fiscal year.

C.15 BC MAIL PLUS

The Agency is authorized to purchase or contract for postal equipment or services to meet its specific requirements, or may continue to contract with BC Mail Plus. In fiscal 2001/2002 the Agency continued to contract a number of hospital auxiliaries to stuff birth information packages and ensure current stock were maintained on hospital maternity wards. Stuffing and distribution to hospitals was previously contracted with BC Mail Plus. Cost has been reduced by approximately $8,000 annually and contracting with hospital auxiliaries has proven to be more effective as materials are readily available on maternity wards when and where they are required.

C.16 PHOTOCOPYING EQUIPMENT AND SUPPLIES

The authority for approval for the purchase of photocopying equipment and related service contracts has been delegated to the Chief Executive Officer (CEO) of the Agency. In fiscal 2001/2002 the Agency has exercised its authority only to replace obsolete equipment as the Ministry continues to supply cost effective Quick Print Services.

C.16.1 Government Records and Recorded Information Management

The Agency has full authority over records and recorded information management within the scope of the *Financial Administration Act* and associated government policy. As implementation of this flexibility is not considered a high priority, the Agency has continued to use Ministry records management services.

C.17 TRAVEL

C.17.1 Accommodation Policies

The Agency is authorized to exceed overnight accommodation rates where it is cost justifiable. Establishment of the Agency as its own financial accounting entity has enabled the Agency to fully implement this flexibility, though only minimal utilisation was required in fiscal 2001/2002.

C.17.2 Out of Province Travel

The Agency is approved to authorize travel within Canada (outside British Columbia) and the United States for established business purposes. This flexibility has been fully implemented though general out of province travel plans are submitted to Treasury Board Staff at the beginning of the fiscal year for information purposes.

C.17.3 Payment of Travel Claims

The Agency has the authority to implement alternative processes for the processing and payment of travel claims (e.g. SFO Bank Account). Due to the implementation of the CAS system, the use of American Express Corporate Cards for travel and the establishment of the Agency as its own financial accounting entity, there is no longer a requirement for alternative processes.

C.17.4 Contracted Travel Services

The Agency is authorized to make its own travel arrangements or make use of the Ministry contracted travel agency. The Agency has continued to make use of the Ministry travel Agency though maintains its own business travel account. The Agency will be monitoring changes in the travel industry during fiscal 2001/2002 to determine the most cost-effective means of meeting its needs.

C.18 HUMAN RESOURCES POLICY

C.18.1 Staffing and Classification Issues

The CEO may review staffing and classification issues directly with PSERC where essential to meet the business success of the Agency. To date there has been no requirement to make use of this flexibility provision.

C.18.2 Employee Incentives and Rewards

The Agency may provide work-related incentives and rewards over and above those normally available. The Agency established a small fund in its fiscal 1998/1999 budget to provide token (non-financial) awards to employees. The Agency has fully implemented the provincial governments Staff Appreciation Awards Policy in order to recognise outstanding employee performance. Due to the success of the Agency in obtaining recognition and awards for its employees through the Employee Recognition Program, and through the Public Service Awards Program, additional awards over and above those normally available have not been deemed necessary in the past two fiscal years.

C.18.3 FTE Freeze Exemption

The Agency is authorized to operate within its approved Business Plan and will be exempt from Treasury Board FTE freezes. This flexibility has been implemented within the context of Government/Ministry employee placement programs. Although the Agency has not been required to obtain additional FTEs under this flexibility the Agency has been able to fill vacant positions.